

Financial Highlights

	Year Ended March 31				
	2015	2016	2017	2018	2019
Key performance indicators (for fiscal year) (billions of yen)					
Sales	2,151.4	2,209.0	2,028.8	2,063.3	2,013.2
Japan	759.5	761.5	767.5	799.9	805.7
The Americas	648.5	693.7	609.0	577.5	567.4
Europe, Middle East and Africa	532.3	531.0	456.4	477.5	458.8
Other	210.9	222.6	195.8	208.3	181.1
Overseas total	1,391.8	1,447.4	1,261.3	1,263.4	1,207.4
Gross profit	906.9	881.9	788.6	791.0	766.8
Operating profit (loss)	115.7	102.2	33.8	(115.6)	86.8
Profit (loss) attributable to owners of the parent	68.5	62.9	3.4	(135.3)	49.5
Capital investments (property, plant and equipment)	75.9	83.7	75.4	72.2	72.4
Depreciation and amortization (property, plant and equipment)	70.9	68.7	68.0	68.4	65.4
Research and development expenditure	118.7	118.5	114.3	111.0	111.0
Financial position (at fiscal year-end)					
Total assets	2,730.2	2,776.4	2,759.2	2,641.0	2,725.1
Equity attributable to owners of the parent	1,084.1	1,077.8	1,042.1	909.5	932.5
Interest-bearing debt (on corporate bonds and borrowings)*	790.5	852.8	859.7	881.9	933.4
Net interest-bearing debt*	651.9	684.2	724.6	721.2	693.2
Cash flows (for fiscal year)					
Cash flows from operating activities	102.5	99.8	88.2	110.2	81.9
Cash flows from investing activities	(143.4)	(104.1)	(106.7)	(81.0)	(45.9)
Cash flows from financing activities	29.9	42.6	(19.9)	6.4	42.4
Cash and cash equivalents at end of year	137.7	167.5	126.4	160.7	240.0
Free cash flow	(40.9)	(4.2)	(18.4)	29.2	36.0
Financial indicators					
Operating margin (%)	5.4	4.6	1.7	(5.6)	4.3
Return on equity (%)	6.5	5.8	0.3	(13.9)	5.4
ROIC (%)	—	—	—	—	—
Net debt-to-equity ratio* (Times)	0.60	0.63	0.70	0.79	0.74
Equity attributable to owners of the parent ratio (%)	39.7	38.8	37.8	34.4	34.2
Shareholder returns					
Dividends paid	24.6	25.3	25.3	10.8	16.6
Dividend payout ratio (%)	35.9	40.3	727.7	—	33.7
Share repurchase costs	—	—	—	—	—
Total return ratio (%)	35.9	40.3	727.7	—	33.7
Per-share data (yen)					
Profit attributable to owners of the parent	94.58	86.87	4.81	(186.75)	68.32
Dividend	34	35	35	15	23
Equity per share attributable to owners of the parent	1,495.61	1,486.87	1,437.62	1,254.79	1,286.56
Foreign exchange rates					
U.S. dollar (at fiscal year-end) (\$)	120.17	112.68	112.19	106.24	110.99
Euro (at fiscal year-end) (€)	130.32	127.70	119.79	130.52	124.56
U.S. dollar (average for fiscal year) (\$)	109.89	120.12	108.39	110.91	110.95
Euro (average for fiscal year) (€)	138.85	132.68	118.82	129.67	128.46

* Interest-bearing debt: Corporate bonds and borrowings

We prepare our consolidated financial statements in accordance with International Financial Reporting Standards (IFRS).

	Year Ended March 31					
	2020	2021	2022	2023	2024	2025
Key performance indicators (for fiscal year) (billions of yen)						
Sales	2,008.5	1,682.0	1,758.5	2,134.1	2,348.9	2,527.8
Japan	872.3	753.0	705.2	803.9	865.6	963.2
The Americas	534.1	386.6	443.6	600.8	659.7	687.0
Europe, Middle East and Africa	436.4	393.4	450.1	546.4	623.7	648.0
Other	165.5	149.0	159.5	182.9	199.8	229.4
Overseas total	1,136.2	929.0	1,053.3	1,330.2	1,483.3	1,564.6
Gross profit	721.5	572.3	622.6	745.4	820.0	868.6
Operating profit (loss)	79.0	(45.4)	40.0	78.7	62.0	63.8
Profit (loss) attributable to owners of the parent	39.5	(32.7)	30.3	54.3	44.1	45.7
Capital investments (property, plant and equipment)	86.5	42.1	37.3	45.4	53.2	48.9
Depreciation and amortization (property, plant and equipment)	62.5	45.3	39.8	41.9	44.0	44.8
Research and development expenditure	102.8	90.3	96.7	107.7	109.8	95.0
Financial position (at fiscal year-end)						
Total assets	2,867.6	1,887.8	1,853.2	2,149.9	2,286.1	2,357.1
Equity attributable to owners of the parent	920.3	920.2	902.0	931.5	1,038.7	1,030.1
Interest-bearing debt (on corporate bonds and borrowings)*	245.6	294.6	302.5	362.9	349.5	440.6
Net interest-bearing debt*	(17.2)	(40.4)	62.1	140.8	172.2	248.3
Cash flows (for fiscal year)						
Cash flows from operating activities	116.7	126.9	82.4	66.7	125.6	136.8
Cash flows from investing activities	(164.5)	(63.5)	(59.3)	(133.9)	(97.8)	(79.3)
Cash flows from financing activities	75.7	(4.0)	(131.6)	35.4	(82.9)	(45.5)
Cash and cash equivalents at end of year	263.6	330.3	234.0	210.8	169.6	181.8
Free cash flow	(47.8)	63.4	23.1	(67.2)	27.7	57.5
Financial indicators						
Operating margin (%)	3.9	(2.7)	2.3	3.7	2.6	2.5
Return on equity (%)	4.3	(3.6)	3.3	5.9	4.5	4.4
ROIC (%)	—	—	2.8	4.9	3.3	3.2
Net debt-to-equity ratio* (Times)	(0.09)	(0.12)	(0.01)	0.15	0.17	0.24
Equity attributable to owners of the parent ratio (%)	32.1	48.7	48.7	43.3	45.4	43.7
Shareholder returns						
Dividends paid	18.8	10.8	16.9	20.7	21.8	22.0
Dividend payout ratio (%)	47.6	—	57.3	38.6	49.6	48.6
Share repurchase costs	—	7.2	92.7	30.0	7.5	52.4
Total return ratio (%)	47.6	—	362.6	93.8	66.7	163.4
Per-share data (yen)						
Profit attributable to owners of the parent	54.58	(45.20)	45.35	88.13	72.58	78.11
Dividend	26	15	26	34	36	38
Equity per share attributable to owners of the parent	1,270.47	1,281.29	1,416.08	1,529.46	1,722.07	1,809.90
Foreign exchange rates						
U.S. dollar (at fiscal year-end) (\$)	108.83	110.71	122.39	133.53	151.41	149.52
Euro (at fiscal year-end) (€)	119.55	129.80	136.70	145.72	163.24	162.08
U.S. dollar (average for fiscal year) (\$)	108.80	106.05	112.36	135.49	144.53	152.65
Euro (average for fiscal year) (€)	119.55	129.80	130.55	140.91	156.74	163.86

Future Financial Highlights

Environment

		Year Ended March 31				
		2022	2023	2024	2025	
Decarbonization	Energy	(TJ) Total energy consumption	3,621	3,631	3,449	3,243
	Electricity consumption	(MWh) Total electricity	510,223	515,395	491,757	468,803
		(MWh) Renewable electricity	116,199	144,362	152,589	202,629
		(%) Renewable energy ratio	22.8	28.0	31.0	43.2
		(1,000 t-CO ₂ eq) Scope 1	114.7	113.6	107.9	97.8
	Greenhouse gases (Scope 1 and 2)	(1,000 t-CO ₂ eq) Scope 2 Market-based	176.4	160.0	145.0	98.8
		(1,000 t-CO ₂ eq) Scope 1 and 2 total	291.1	273.6	252.8	196.6
		(1,000 t-CO ₂ eq)/billions of yen Emissions per sales unit	16.6	12.8	10.8	7.8
		(%) Scope 1, 2 reduction rate (vs. 2015) FY2015 emissions: 481.1 x 1,000 t-CO ₂ eq	39.5	43.1	47.4	59.1
	Greenhouse gases (Scope 3)	(1,000 t-CO ₂ eq) Scope 3	1,540	1,604	1,450	1,247
(%) Scope 3 reduction rate (vs. 2015) FY2015 emissions: 2,344 x 1,000 t-CO ₂ eq		34.3	31.6	38.1	46.8	
Resource circulation	Virgin material usage ratio of products	(%)	87.9	84.9	78.9	78.3
	Water	(1,000 m ³) Water withdrawal	3,473	3,499	3,451	3,273
		(1,000 m ³) Water discharge	2,646	2,820	2,491	2,410
		(%) Percentage of water reused and recycled	6	7	7	6
	Waste	(t) Total amount of waste	62,401	66,398	58,750	53,835
(t) Final disposal amount		225	270	204	176	
Pollution prevention	Chemicals of environmental concern	(t) Amount used	3,583	3,891	3,534	3,680
		(t) Amount discharged	757	911	679	852
	Chemical substances subject to Pollutant Release and Transfer Register	(t) Amount used	1,389.6	1,352.5	1,032.6	1,208.1
		(t) Amount discharged	329.2	507.6	367.5	511.3
		(t) Amount transferred	232.3	228.6	164.4	219.0
	Air pollutants	(t) Sulphur oxide emissions	3.7	3.2	4.1	3.8
		(t) Nitrogen oxide emissions	46.5	53.6	50.6	45.1
		(t) Volatile organic compound emissions	695	847	631	805
Biodiversity conservation	Forest conservation activities	(trees) One Million Trees Project Number of trees planted	149,000	97,000	115,000	78,000
	Activities toward zero deforestation	(%) Proportion of sustainably sourced paper	—	—	60	90

Social

		Year Ended March 31				
		2022	2023	2024	2025	
Human resources	Number of employees (on consolidated basis)	(people) Total	78,360	81,017	79,544	78,665
		(people) Japan	29,454	31,800	31,064	29,824
		(people) The Americas	18,648	19,227	18,299	17,001
		(people) Europe, Middle East and Africa	15,729	16,234	16,867	16,643
		(people) China	6,541	6,135	5,483	6,690
		(people) Asia Pacific	7,988	7,621	7,831	8,507
	Gender ratio among full-time employees	male:female Ricoh Company, Ltd.	84:16	83:17	83:17	80:20
		male:female Ricoh Group (Japan)	82:18	81:19	81:19	80:20
		male:female Ricoh Group (Global)	71:29	71:29	70:30	71:29
	Gender pay gap for all employees	(%; males to females) Ricoh Company, Ltd.	—	78.0	78.6	80.6
		(%; males to females) Global	—	80.9	83.3	93.9
	Female-held managerial position ratio	(%) Ricoh Company, Ltd.	6.0	6.6	7.2	8.7
		(%) Ricoh Group (Japan)	6.3	6.7	7.7	8.4
		(%) Ricoh Group (Global)	15.6	15.9	16.5	17.2
	Average years of service (Ricoch Company, Ltd.)	(years) Male	20.9	20.4	20.1	19.5
		(years) Female	20.2	21.1	20.8	19.4
	Employee turnover rate	(%) Ricoh Company, Ltd.	2.8	2.9	2.7	9.3
		Ricoh Group (Global)	13.0	11.3	11.8	14.9
Childcare leave rate (Ricoch Group Japan)	(%) Male	94.8	98.2	90.2	93.6	
	Female	97.0	110.1	105.4	93.9	
Employment rate of workers with disabilities	(%) Ricoh special subsidiary group	2.52	2.52	2.51	2.78	
	Ricoh Group (Global)	1.63	1.66	1.68	2.47	
Average hours of training & development per employee (hours)	Ricoh Group (Global)	38.0	45.1	31.2	33.0	
Average amount spent on training & development per employee (yen)	Ricoh Group (Global)	90,712	92,495	95,594	102,994	
Engagement score	(percentile) Global	3.65	3.73	3.79	3.84	
	(percentile) Japan	3.47	3.51	3.57	3.61	
	(percentile) North America	3.92	4.00	4.00	4.00	
	(percentile) Latin America	3.64	3.96	3.90	3.95	
	(percentile) Europe	3.63	3.83	3.92	3.90	
	(percentile) APAC	3.93	3.97	4.03	4.20	
Occupational health and safety	Occupational accident frequency ratio	Ricoh Company, Ltd.	0.13	0.19	0.33	0.08
	Ricoh Group (Global)	0.97	1.00	1.84	1.76	
Occupational accident severity rate	Ricoh Company, Ltd.	0.0037	0.0008	0.0172	0.0007	
	Ricoh Group (Global)	0.03	0.02	0.03	0.03	
Human rights	Human rights risk self-assessments conducted (Number of companies)	Ricoh Group (Global)	—	16	58	101
Supply chain management	Response rate for ESG risk assessment of critical suppliers (%)	Ricoh Group (Global)	91	95*	97	96
	Low-risk rate in ESG risk assessment of critical suppliers (%)	Ricoh Group (Global)	42	46*	78	91
	Rate of critical suppliers (manufacturing) setting decarbonization targets (%)	Ricoh Group (Global)	—	—	51	67
	Questionnaire response rate for conflict minerals survey (%)	Ricoh Group (Global)	95	98	99	98
Innovation management	Number of maintained patent rights (patents)	Japan	15,372	14,899	13,637	12,903
		Overseas	22,105	20,093	18,487	17,764
Social contribution activities	Hours spent for social contribution activities (hours)	Ricoh Group (Global)	79,654	130,931	102,738	128,904
	Total social contribution expenditure (million yen)	Ricoh Group (Global)	548	1,913	567	725

* For suppliers' related imaging equipment business only

Commitment and Recognition¹

Commitment to Society

We have committed wholeheartedly to achieving a sustainable society by signing international agreements and policy guidelines.

WE SUPPORT



United Nations Global Compact
In April 2002, we became the second Japanese company to sign this pact.

CLIMATE GROUP RE100

RE100
In April 2017, we were the first Japanese company to join this collaborative global initiative of influential businesses.

ESG Index Inclusions and Assessments^{2,3,4}

External organizations in Japan and abroad have included us in their ESG benchmarks. In July 2025, Japan's Government Pension Investment Fund included us in six major ESG indices for domestic equities that it has adopted.

Selected as a constituent of the Dow Jones Sustainability World Index (DJSI World) for the fifth consecutive year

ecovadis
Sustainability Rating
MAR 2025

GLOBAL100
THE WORLD'S MOST SUSTAINABLE CORPORATIONS © 2025

Corporate ESG Performance
RATED BY ISS ESG
Prime

FTSE4Good

FTSE Blossom Japan

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

S&P Global
Top 10%
Corporate Sustainability Assessment (CSA) 2024 Score

S&P/JPX
Carbon Efficient Index

MSCI
Selection Indexes Constituents
2025

MORNINGSTAR GenDi J
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2025

CDP
A List 2024

CDP
Supplier Engagement Leader
2024

MSCI
ESG RATINGS
AAA

For details on each index and related disclaimers, please refer to the Commitment and Recognition page on Ricoh's official website.
<https://www.ricoh.com/about/integrated-report/data/commitment>

Major Awards

Domestic and international awards attest to the Ricoh Group's excellence.



¹ Refer to our website **1** Commitment and Recognition **2** FTSE4Good Index Series **3** FTSE Blossom Japan Sector Relative Index **4** FTSE Blossom Japan Index

Editorial Policy

The Ricoh Group has set its Mission & Vision as Fulfillment through Work. We have set a medium- to long-term goal of becoming "a digital services company that supports worker creativity and provides services that transform workplaces."

This integrated report aims to provide investors and analysts with a deeper understanding of the Ricoh Group's efforts to improve corporate value by organizing management policies, financial information, and ESG information, and by introducing the medium- to long-term value creation process and specific examples. It also aims to help employees understand how they contribute to value creation and the development of society, to encourage them to be aware of the relationship between their work and society, and to help them embody our Mission & Vision of Fulfillment through Work.

In producing this report, we referred to the IFRS Foundation-recommended International Integrated Reporting Framework and the Guidance for Collaborative Value Creation of Japan's Ministry of Economy, Trade and Industry. We also interviewed institutional investors regarding the fiscal 2024 report and are making improvements based on their feedback.

Target readership
All Ricoh Group stakeholders
Scope of coverage
Rico Company, Ltd., and consolidated subsidiaries
Reporting period
Fiscal 2024 (April 1, 2024, to March 31, 2025), also presenting some activities after that period



* Statutory disclosure
In addition to the Integrated Report, which presents an overview of initiatives by the Ricoh Group, we provide comprehensive disclosure of ESG information through the ESG Data Book and the Sustainability Report.

Ricoh Official Website
For more detailed information on the Ricoh Group, please refer to the information available on our official website.
<https://www.ricoh.com>



Significant Organizational Changes

- October 1, 2024** Established Ricoh Printing Solutions Europe Limited as a new company responsible for the industrial printing business in EMEA
- March 31, 2025** Made Elixigen Scientific, Inc., a wholly owned consolidated subsidiary
- April 1, 2025** Integrated Ricoh Industrial Solutions with certain businesses and organizations of PFU Corporation to launch RICOH PFU COMPUTING Co., Ltd.

Exchange Rate Used in This Report

The translation of yen-denominated amounts into U.S. dollar equivalents as of March 31, 2025, and for fiscal 2024, is solely for the convenience of readers outside Japan. We used an exchange rate of ¥150 = US\$1, the Federal Reserve Board's approximate prevailing rate on March 31, 2025.

Cautionary Note Regarding Forward-Looking Statements

The data and projections in this Integrated Report are based on information available as of the publication date. They are subject to a range of factors. As results might differ materially

from forecasts, do not rely unduly on these forward-looking statements. We are under no obligation to update them based on new information or future events.

Third-Party Verification of Environmental and Social Data⁵

SGS Japan Inc., a third-party audit provider, independently verifies the Ricoh Group's environmental performance data, including GHG emissions (Scope 1, 2, and 3), and social data, to enhance the credibility of our data and compliance. We post audit results on our website for easy stakeholder access. Verification has encompassed information systems, data

collection methods, tabulation and analysis, and data accuracy. Going forward, we will make more effective use of third-party verification and continue to make improvements. We will also keep enhancing data credibility by broadening the scope of verification.

⁵ Refer to our website **1** Third-Party Verification of Environmental and Social Data