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Data

This chapter brings together key financial and future financial data, external recognition, and independent assurance, providing information that supports the transparency and credibility of Ricoh's disclosures.

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	Year Ended March 31										
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Key performance indicators (for fiscal year) (billions of yen)											
Sales	2,209.0	2,028.8	2,063.3	2,013.2	2,008.5	1,682.0	1,758.5	2,134.1	2,348.9	2,527.8	2,608.3
Japan	761.5	767.5	799.9	805.7	872.3	753.0	705.2	803.9	865.6	963.2	1,051.6
The Americas	693.7	609.0	577.5	567.4	534.1	386.6	443.6	600.8	659.7	687.0	654.6
Europe, Middle East and Africa	531.0	456.4	477.5	458.8	436.4	393.4	450.1	546.4	623.7	648.0	672.6
Other	222.6	195.8	208.3	181.1	165.5	149.0	159.5	182.9	199.8	229.4	229.3
Overseas total	1,447.4	1,261.3	1,263.4	1,207.4	1,136.2	929.0	1,053.3	1,330.2	1,483.3	1,564.6	1,556.6
Gross profit	881.9	788.6	791.0	766.8	721.5	572.3	622.6	745.4	820.0	868.6	889.1
Operating profit (loss)	102.2	33.8	(115.6)	86.8	79.0	(45.4)	40.0	78.7	62.0	63.8	90.7
Profit (loss) attributable to owners of the parent	62.9	3.4	(135.3)	49.5	39.5	(32.7)	30.3	54.3	44.1	45.7	55.6
Capital investments (property, plant and equipment)	83.7	75.4	72.2	72.4	86.5	42.1	37.3	45.4	53.2	48.9	48.8
Depreciation and amortization (property, plant and equipment)	68.7	68.0	68.4	65.4	62.5	45.3	39.8	41.9	44.0	44.8	44.9
Research and development expenditure	118.5	114.3	111.0	111.0	102.8	90.3	96.7	107.7	109.8	95.0	77.4
Financial position (at fiscal year-end)											
Total assets	2,776.4	2,759.2	2,641.0	2,725.1	2,867.6	1,887.8	1,853.2	2,149.9	2,286.1	2,357.1	2,540.1
Equity attributable to owners of the parent	1,077.8	1,042.1	909.5	932.5	920.3	920.2	902.0	931.5	1,038.7	1,030.1	1,156.1
Interest-bearing debt (on corporate bonds and borrowings)*	852.8	859.7	881.9	933.4	245.6	294.6	302.5	362.9	349.5	440.6	432.1
Net interest-bearing debt*	684.2	724.6	721.2	693.2	(17.2)	(40.4)	62.1	140.8	172.2	248.3	225.0
Cash flows (for fiscal year)											
Cash flows from operating activities	99.8	88.2	110.2	81.9	116.7	126.9	82.4	66.7	125.6	136.8	158.1
Cash flows from investing activities	(104.1)	(106.7)	(81.0)	(45.9)	(164.5)	(63.5)	(59.3)	(133.9)	(97.8)	(79.3)	(72.5)
Cash flows from financing activities	42.6	(19.9)	6.4	42.4	75.7	(4.0)	(131.6)	35.4	(82.9)	(45.5)	(83.0)
Cash and cash equivalents at end of year	167.5	126.4	160.7	240.0	263.6	330.3	234.0	210.8	169.6	181.8	193.4
Free cash flow	(4.2)	(18.4)	29.2	36.0	(47.8)	63.4	23.1	(67.2)	27.7	57.5	85.5

* Interest-bearing debt: Corporate bonds and borrowings
We prepare our consolidated financial statements in accordance with International Financial Reporting Standards (IFRS).

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		Year Ended March 31										
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Financial indicators												
Operating margin	(%)	4.6	1.7	(5.6)	4.3	3.9	(2.7)	2.3	3.7	2.6	2.5	3.5
Return on equity	(%)	5.8	0.3	(13.9)	5.4	4.3	(3.6)	3.3	5.9	4.5	4.4	5.1
ROIC	(%)	—	—	—	—	—	—	2.8	4.9	3.3	3.2	4.0
Net debt-to-equity ratio*	(Times)	0.63	0.70	0.79	0.74	(0.09)	(0.12)	(0.01)	0.15	0.17	0.24	0.19
Equity attributable to owners of the parent ratio	(%)	38.8	37.8	34.4	34.2	32.1	48.7	48.7	43.3	45.4	43.7	45.5
Shareholder returns												
Dividends paid	(billions of yen)	25.3	25.3	10.8	16.6	18.8	10.8	16.9	20.7	21.8	22.0	22.8
Dividend payout ratio	(%)	40.3	727.7	—	33.7	47.6	—	57.3	38.6	49.6	48.6	40.9
Share repurchase costs	(billions of yen)	—	—	—	—	—	7.2	92.7	30.0	7.5	52.4	—
Total return ratio	(%)	40.3	727.7	—	33.7	47.6	—	362.6	93.8	66.7	163.4	40.9
Per-share data	(yen)											
Profit attributable to owners of the parent		86.87	4.81	(186.75)	68.32	54.58	(45.2)	45.35	88.13	72.58	78.11	97.80
Dividend		35	35	15	23	26	15	26	34	36	38	40
Equity per share attributable to owners of the parent		1,486.87	1,437.62	1,254.79	1,286.56	1,270.47	1,281.29	1,416.08	1,529.46	1,722.07	1,809.90	2,031.06
Foreign exchange rates												
U.S. dollar (at fiscal year-end)		112.68	112.19	106.24	110.99	108.83	110.71	122.39	133.53	151.41	149.52	159.88
Euro (at fiscal year-end)		127.70	119.79	130.52	124.56	119.55	129.80	136.70	145.72	163.24	162.08	183.41
U.S. dollar (average for fiscal year)		120.12	108.39	110.91	110.95	108.80	106.05	112.36	135.49	144.53	152.65	150.79
Euro (average for fiscal year)		132.68	118.82	129.67	128.46	119.55	129.80	130.55	140.91	156.74	163.86	174.81

* Interest-bearing debt: Corporate bonds and borrowings
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Environment

				Year Ended March 31			
				2023	2024	2025	2026
Decarbonization	Energy	(TJ)	Total energy consumption	3,670	3,461	3,264	3,225
	Electricity consumption	(MWh)	Total electricity	525,020	500,969	478,933	482,670
		(MWh)	Renewable electricity	144,530	154,295	205,011	269,067
		(%)	Renewable electricity ratio	27.5	30.8	42.8	55.7
	Greenhouse gases (Scope 1 and 2)	(1,000 t-CO_2e)	Scope 1	113.9	106.4	96.8	92.1
		(1,000 t-CO_2e)	Scope 2 Market-based	164.4	148.4	102.3	76.7
		(1,000 t-CO_2e)	Scope 1 and 2 total	278.3	254.8	199.1	168.8
		(1,000 t-CO_2e/100 million yen)	Emissions per sales unit	13.0	10.8	7.9	6.5
		(%)	Scope 1, 2 reduction rate (vs. FY2015) FY2015 emissions: 487.7 × 1,000 t-CO_2e	42.9	47.8	59.2	65.4
	Greenhouse gases (Scope 3)	(1,000 t-CO_2e)	Scope 3	1,604	1,458	1,460	1,373
		(%)	Scope 3 reduction rate (vs. FY2015) FY2015 emissions: 2,395 × 1,000 t-CO_2e	33.0	39.1	39.0	42.6
Resource circulation	Virgin material usage ratio of products	(%)		84.9	78.9	78.3	76.8
	Water	(1,000 m^3)	Water withdrawal	3,499	3,451	3,273	3,515
		(1,000 m^3)	Water discharge	2,820	2,491	2,410	2,439
		(%)	Percentage of water reused and recycled	6.7	6.8	5.9	6.5
	Waste	(t)	Total amount of waste	67,771	59,847	54,987	55,952
		(t)	Final disposal amount	288	205	177	205
		(%)	Resource recovery rate (including energy recovery)	97.4	97.2	96.7	93.8
Pollution prevention	Environmentally sensitive chemical substances	(t)	Amount used	3,689	3,288	3,453	3,609
		(t)	Amount discharged	903	674	851	691
	PRTR-target substances	(t)	Amount used	1,341.5	1,038.9	1,222.2	1,270.7
		(t)	Amount discharged	507.4	367.2	511.2	336.2
		(t)	Amount transferred	228.4	165.0	219.8	149.9
	Air pollutants	(t)	Sulphur oxide emissions	3.2	4.1	3.8	3.0
		(t)	Nitrogen oxide emissions	53.6	50.6	45.1	48.6
		(t)	Volatile organic compound emissions	848	634	817	640
Biodiversity conservation	Forest conservation activities	(trees)	Number of trees planted under the One Million Trees Project	100,000	118,000	81,000	115,000
	Activities toward zero deforestation	(%)	Proportion of sustainably sourced paper	—	60	90	90

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Social

				Year Ended March 31			
				2023	2024	2025	2026
Human resources	Number of employees	(people)	Ricoh Group (Global)	81,017	79,544	78,665	75,635
	Gender ratio among full-time employees	(male:female)	Ricoh Company, Ltd.	83:17	83:17	80:20	80:20
		(male:female)	Ricoh Group (Japan)	81:19	81:19	80:20	80:20
		(male:female)	Ricoh Group (Global)	71:29	70:30	71:29	69:31
	Gender pay gap for all employees	(%)	Ricoh Company, Ltd.	78.0	78.6	80.6	80.8
		(%)	Ricoh Group (Global)	80.9	83.3	93.9	82.8
	Percentage of women in managerial positions	(%)	Ricoh Company, Ltd.	6.6	7.2	8.7	10.0
		(%)	Ricoh Group (Japan)	6.7	7.7	8.4	9.4
		(%)	Ricoh Group (Global)	15.9	16.5	17.2	18.1
	Average years of service	(years)	Male (Ricoh Company, Ltd.)	20.4	20.1	19.5	19.2
		(years)	Female (Ricoh Company, Ltd.)	21.1	20.8	19.4	18.8
	Employee turnover rate	(%)	Ricoh Company, Ltd.	2.9	2.7	9.3	2.1
		(%)	Ricoh Group (Global)	11.3	11.8	14.9	15.3
	Childcare leave rate	(%)	Male (Ricoh Group (Japan))	98.2	90.2	93.6	97.5
		(%)	Female (Ricoh Group (Japan))	110.1	105.4	93.9	100.6
	Employment rate of employees with disabilities	(%)	Ricoh (special subsidiary system applied to the group)	2.52	2.51	2.55	2.58
		(%)	Ricoh Group (Global)	1.66	1.68	2.41	2.41
	Average hours of training & development per employee	(hours)	Ricoh Group (Global)	45.1	31.2	33.0	33.0
	Average amount spent on training & development per employee	(yen)	Ricoh Group (Global)	92,495	95,594	102,994	106,986
	Engagement score	(percentile)	Ricoh Group (Global)	3.73	3.79	3.84	3.89
Occupational health and safety	Occupational accident frequency ratio		Ricoh Company, Ltd.	0.00	0.07	0.00	0.00
			Ricoh Group (Global)	1.00	1.84	1.76	0.95
	Occupational accident severity rate		Ricoh Company, Ltd.	0.0000	0.0013	0.0000	0.0000
			Ricoh Group (Global)	0.02	0.03	0.03	0.03
Human rights	Number of companies conducting human rights risk self-assessments	(companies)	Ricoh Group (Global)	16	58	101	109
Supply chain management	Number of high-risk suppliers	(companies)	Ricoh Group (Global)	—	4	0	0
Innovation management	Number of maintained patent rights	(patents)	Japan	14,899	13,637	12,903	11,623
		(patents)	Overseas	20,093	18,487	17,764	16,266
Social contribution activities	Hours spent on social contribution activities	(hours)	Ricoh Group (Global)	132,573	102,738	128,904	132,733
	Total social contribution expenditure	(million yen)	Ricoh Group (Global)	1,913	567	725	721

ESG Databook

Commitment and Recognition

Commitment to Society

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

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

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

Science Based Targets initiative (SBTi)
We received SBTi validation of our near-term targets in February 2020 and our net-zero targets in February 2026.
* See p.67 for targets validated by the SBTi.

ESG Index Inclusions and Assessments

External organizations in Japan and abroad have included us in their ESG indices. In July 2026, we were included in all six ESG investment indices adopted by Japan's Government Pension Investment Fund (GPIF).

Dow Jones Best-in-Class (DJ BIC) Asia Pacific Index

FTSE JPX Blossom Japan Index

FTSE JPX Blossom Japan Sector Relative Index

MSCI ESG RATINGS AAA

2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

2026 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

Morningstar Japan ex-REIT Gender Diversity Tilt Index

Major Awards and Certifications

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

For details on each index and related disclaimers, please refer to the Commitment and Recognition page on Ricoh's official website.

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Editorial Policy

The Ricoh Group has set its Mission and Vision as Fulfillment through Work. To achieve this, we will continue to evolve as a digital services company that supports our customers in unleashing their creativity. Our medium- to long-term goal is to become the leading global integrator of the customer's workplace, contributing to our customers' competitive advantage and differentiation.

This integrated report aims to deepen investors' and analysts' understanding of the Ricoh Group's efforts to improve corporate value by presenting management policies, financial and ESG information, together with 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 social progress, to encourage them to be aware of the relationship between their work and society, and to help them embody our Mission and 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 2025 report and made improvements based on their feedback.

Target readership
All Ricoh Group stakeholders

Scope of coverage
Ricoh Company, Ltd., and consolidated subsidiaries and affiliates

Reporting period
Fiscal 2025 (April 1, 2025, to March 31, 2026), also presenting some activities after that period

Environment Social Governance
Guidance for Collaborative Value Creation

Significant Organizational Changes

- October 1, 2025 Oki Electric Industry joined ETRIA, which was relaunched as the new ETRIA
- November 5, 2025 Transfer of the managed IT services business in the U.S. to Netrix Global
- January 8, 2026 Acquisition of U.S. company Presentation Products, Inc. (PPI), strengthening our global workplace service delivery capabilities in collaboration, AV integration, and managed services
- February 13, 2026 Acquisition of Chilean company ValueTech, strengthening our global capabilities in the field of Process Automation
- June 2, 2026 Acquisition of Global Vision Multimedia Group, strengthening our service delivery capabilities in the Workplace Experience domain in the APAC region
- June 29, 2026 Establishment of Ricoh AI Consulting Inc., specializing in AI deployment to help solve corporate management challenges

Exchange Rate Used in This Report

The translation of yen-denominated amounts into U.S. dollar equivalents as of March 31, 2026, and for fiscal 2025, is solely for the convenience of readers outside Japan. We calculated the figures based on an exchange rate of ¥159 per US$1, consistent with the rate applied by the Federal Reserve Board as of March 31, 2026.

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 Assurance of Environmental and Social Data

To enhance the reliability of its environmental performance data, including greenhouse gas emissions (Scopes 1, 2, and 3), and social data, the Ricoh Group obtains third-party assurance from SGS Japan Inc. and makes the resulting assurance report available to stakeholders through its website.

Assurance covered information systems, data collection, aggregation and analysis methodologies, and data accuracy.

Going forward, we will make more effective use of third-party assurance to drive continuous improvement.

Third-party assurance of environmental and social data