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RICOH

May 12, 2026

FLASH REPORT

Year ended March 31, 2026

(Results for the Period from April 1, 2025 to March 31, 2026)

Performance Outline (Consolidated)

(1) Year ended March 31, 2025 and 2026 (Actual result) and Year ending March 31, 2027 (Forecast)

	Year ended March 31, 2025 Results	Year ended March 31, 2026 Results	Change	(Billions of yen)	
				Year ending March 31, 2027 Forecast	Change
Domestic sales	963.2	1,051.6	9.2%	1,063.0	1.1%
Overseas sales	1,564.6	1,556.6	(0.5%)	1,637.0	5.2%
Sales	2,527.8	2,608.3	3.2%	2,700.0	3.5%
Gross profit	868.6	889.1	2.4%	920.0	3.5%
Operating profit (loss)	63.8	90.7	42.1%	95.0	4.7%
Profit (loss) before income tax expenses	70.0	92.2	31.7%	95.0	3.0%
Profit (loss) attributable to owners of the parent	45.7	55.6	21.8%	62.0	11.4%
Exchange rate (Yen/US\$)	152.65	150.79	(1.86)	150.00	(0.79)
Exchange rate (Yen/EURO)	163.86	174.81	10.95	175.00	0.19
Earnings per share attributable to owners of the parent-basic (yen)	78.11	97.80	19.69	111.04	13.24
Earnings per share attributable to owners of the parent-diluted (yen)	78.04	97.66	19.62	110.84	13.28
Profit (loss) on equity attributable to owners of the parent (%)	4.4	5.1	0.7	—	—
Profit (loss) before income tax expenses on total assets (%)	3.0	3.8	0.8	—	—
Return on invested capital (%) (*1)	3.2	4.0	0.8	—	—
Operating profit (loss) on sales (%)	2.5	3.5	1.0	3.5	0.0
Cash flows from operating activities	136.8	158.1	21.2	—	—
Cash flows from investing activities	(79.3)	(72.5)	6.8	—	—
Cash flows from financing activities	(45.5)	(83.0)	(37.5)	—	—
Cash and cash equivalents at end of the year (*2)	181.8	193.4	11.6	—	—
Capital expenditures (*3)	48.9	48.8	(0.0)	60.0	11.1
Depreciation (*3)	44.8	44.9	0.1	45.0	0.0
R&D expenditures	95.0	77.4	(17.5)	80.0	2.5
Number of employee (Japan) (thousand people)	29.8	28.9	(0.9)	—	—
Number of employee (Overseas) (thousand people)	48.8	46.7	(2.1)	—	—

	March 31, 2025	March 31, 2026	Change
Total assets	2,357.1	2,540.1	183.0
Equity attributable to owners of the parent	1,030.1	1,156.1	126.0
Interest-bearing debt (*4)	440.6	432.1	(8.5)
Equity attributable to owners of the parent ratio (%)	43.7	45.5	1.8
Equity per share attributable to owners of the parent (yen)	1,809.90	2,031.06	221.16

*1 Return on invested capital = (Operating profit - Income tax expenses + Share of profit of investments accounted for using the equity method) / (Equity attributable to owners of the parent + Interest-bearing debt)

*2 The amounts shown as “cash and cash equivalents at end of the year” are shown on the consolidated statement of cash flows.

*3 The amounts presented in capital expenditures and depreciation are for property, plant and equipment.

*4 The amounts are shown bonds and borrowings.

Ricoh Company, Ltd.

* The forecasted results and forward-looking statements included in this document are based on information available to the Company as of the date and certain assumptions that the Company considers reasonable. The Company makes no guarantees with respect to the achievement of its results forecasts or forward-looking statements. Actual results might be significantly different from the forecasts in the document, depending on various factors. For the assumptions used in the forecast and other related information, please refer to “Forecast for the coming fiscal year” on page 9.

(2) Three months ended March 31, 2025 and 2026

	(Billions of yen)		
	Three months ended March 31, 2025 Results	Three months ended March 31, 2026 Results	Change
Domestic sales	287.8	299.9	4.2%
Overseas sales	404.6	426.0	5.3%
Sales	692.4	726.0	4.8%
Gross profit	227.6	239.4	5.2%
Operating profit (loss)	29.2	20.6	(29.3%)
Profit (loss) before income tax expenses	29.6	20.0	(32.3%)
Profit (loss) attributable to owners of the parent	17.8	8.8	(50.6%)
Exchange rate (Yen/US\$)	152.72	156.98	4.26
Exchange rate (Yen/EURO)	160.66	183.67	23.01
Earnings per share attributable to owners of the parent-basic (yen)	31.37	15.50	(15.87)
Earnings per share attributable to owners of the parent-diluted (yen)	31.33	15.48	(15.85)
Profit (loss) on equity attributable to owners of the parent (%)	1.7	0.8	(0.9)
Profit (loss) before income tax expenses on total assets (%)	1.2	0.8	(0.4)
Operating profit (loss) on sales (%)	4.2	2.8	(1.4)
Capital expenditures (*)	15.2	16.5	1.2
Depreciation (*)	10.3	11.6	1.2
R&D expenditures	23.6	20.6	(3.0)

* The amounts presented in capital expenditures and depreciation are for property, plant and equipment.

Ricoh Company, Ltd. and Consolidated Subsidiaries

Financial Highlights for the Year Ended March 31, 2026

[Prepared on the basis of International Financial Reporting Standards]

1. Results for the Period from April 1, 2025 to March 31, 2026

(1) Operating Results

	(Millions of yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
Sales	2,527,876	2,608,314
(% change from the previous corresponding period)	7.6	3.2
Operating profit (loss)	63,829	90,713
(% change from the previous corresponding period)	2.9	42.1
Profit (loss) before income tax expenses	70,067	92,273
(% change from the previous corresponding period)	2.7	31.7
Profit (loss)	46,083	57,111
(% change from the previous corresponding period)	4.2	23.9
Profit (loss) attributable to owners of the parent	45,709	55,669
(% change from the previous corresponding period)	3.5	21.8
Comprehensive income (loss)	42,919	149,499
(% change from the previous corresponding period)	(68.7)	248.3
Earnings per share attributable to owners of the parent-basic (yen)	78.11	97.80
Earnings per share attributable to owners of the parent-diluted (yen)	78.04	97.66
Profit (loss) on equity attributable to owners of the parent (%)	4.4	5.1
Profit (loss) before income tax expenses on total assets (%)	3.0	3.8
Operating profit (loss) on sales (%)	2.5	3.5

Notes:

- i. Share of profit of investments accounted for using the equity method: ¥ 4,969 million (¥ 5,728 million in previous corresponding period)
- ii. Earnings per share attributable to owners of the parent (basic and diluted) are based on Profit (loss) attributable to owners of the parent.

(2) Financial Position

	(Millions of yen)	
	March 31, 2025	March 31, 2026
Total assets	2,357,118	2,540,181
Total equity	1,054,750	1,187,463
Equity attributable to owners of the parent	1,030,107	1,156,141
Equity attributable to owners of the parent ratio (%)	43.7	45.5
Equity per share attributable to owners of the parent (yen)	1,809.90	2,031.06

(3) Cash Flows

	(Millions of yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
Cash flows from operating activities	136,877	158,120
Cash flows from investing activities	(79,361)	(72,530)
Cash flows from financing activities	(45,568)	(83,093)
Cash and cash equivalents at end of year	181,862	193,468

2. Dividend Information

	Year ended March 31, 2025 (Actual)	Year ended March 31, 2026 (Actual)	Year ending March 31, 2027 (Forecast)
Cash dividends, applicable to the year (yen)	38.00	40.00	44.00
Interim (yen)	19.00	20.00	22.00
Year-end (yen)	19.00	20.00	22.00
Total annual dividends (millions of yen)	21,974	22,786	—
Payout Ratio (%)	48.6	40.9	39.6
Dividends on equity attributable to owners of the parent (%)	2.2	2.1	—

3. Forecast of Operating Results from April 1, 2026 to March 31, 2027

	(Millions of yen)
	Year ending March 31, 2027
Sales	2,700,000
(% change from the previous corresponding period)	3.5
Operating profit (loss)	95,000
(% change from the previous corresponding period)	4.7
Profit (loss) before income tax expenses	95,000
(% change from the previous corresponding period)	3.0
Profit (loss)	64,500
(% change from the previous corresponding period)	12.9
Profit (loss) attributable to owners of the parent	62,000
(% change from the previous corresponding period)	11.4
Earnings per share attributable to owners of the parent-basic (yen)	111.04

4. Others

- (1) Changes in significant subsidiaries: No
New: — (Company name: —)
Exclusion: — (Company name: —)
- (2) Changes in accounting policies and accounting estimate
(i) Changes in accounting policies required by IFRS: Yes
(ii) Other changes: No
(iii) Changes in accounting estimate: No
- (3) Number of common stock outstanding (including treasury stock):
As of March 31, 2026: 569,733,178 shares; As of March 31, 2025: 569,733,178 shares
- (4) Number of treasury stock:
As of March 31, 2026: 501,792 shares; As of March 31, 2025: 582,794 shares
- (5) Average number of common stock:
Year ended March 31, 2026: 569,223,326 shares; Year ended March 31, 2025: 585,183,202 shares

Notes: The Company has established the Board Incentive Plan trust in which beneficiaries include Directors and Executive Officers. The shares owned by the trust account relating to this trust are accounted for as treasury shares. (As of March 31, 2026: 405,800 shares; As of March 31, 2025: 492,200 shares)

(Reference) Non-consolidated information

Results for the period from April 1, 2025 to March 31, 2026

(1) Operating Results

	(Millions of yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
Sales	556,967	558,537
(% change from the previous corresponding period)	2.7	0.3
Operating profit (loss)	(2,933)	21,434
(% change from the previous corresponding period)	—	—
Profit (loss) from ordinary operations	28,581	90,304
(% change from the previous corresponding period)	(47.7)	216.0
Profit (loss)	19,938	80,053
(% change from the previous corresponding period)	(63.2)	301.5
Profit (loss) per share-basic (yen)	34.07	140.64
Profit (loss) per share-diluted (yen)	34.04	140.44

(2) Financial Position

	(Millions of yen)	
	March 31, 2025	March 31, 2026
Total assets	1,110,690	1,112,496
Total equity	396,213	454,352
Equity ratio (%)	35.7	40.8
Equity per share (yen)	696.15	798.19

*Equity capital March 31, 2026: ¥454,352 million March 31, 2025: ¥396,213 million

1. Performance

(1) Qualitative Information on Consolidated Business Results

* Overview of the Year of Fiscal 2025 (April 1, 2025 – March 31, 2026)

Business Environment

The global economy continued to grow moderately during the term, supported by stabilized inflation rates, monetary easing policies in major economies, and increased investment in AI-related sectors. Meanwhile, against a backdrop of protectionist trade policies and geopolitical tensions, uncertainty persisted, and financial and capital markets also saw volatility. Escalated military tensions in the Middle East have recently led to rising energy prices and disruptions in supply chains. The Japanese economy has continued on a moderate recovery trend, supported by improvements in employment and income environments. However, real wage growth remained sluggish due to rising prices, particularly for food items.

Against this backdrop, remote work and other aspects of new ways of working became entrenched in the Company's core workplace market, and business processes continued to evolve with advancements in AI and IT. This led to changes in challenges facing customers and their needs over time, with a growing demand for digital services that support business digitization and productivity improvements despite the shrinking printing demand.

Under these circumstances, the economic climate remained uncertain, including monetary policy trends in each country and fluctuations in foreign exchange and financial markets.

Regarding the average exchange rates of major currencies, the yen in fiscal 2025 was ¥150.79 to the U.S. dollar, down ¥1.86 from the previous year, and ¥174.81 to the euro, up ¥10.95.

Results for the Fiscal Year

For Ricoh (the Company and its affiliates), fiscal 2025 was the final year of the 21st Mid-Term Management Strategy which started in April 2023. We advanced our efforts with an aim to become a digital services company that supports workers' creativity and provides services to meet changing workplaces as our medium- to long-term goal, in order to achieve the Ricoh Group's Mission & Vision of "Fulfillment through Work."

The Ricoh Group focuses on three domains, Process Automation to free workers from routine tasks, Workplace Experience that boost creativity, and IT Services that build robust workplace foundations. In these focused domains, we provide services with global delivery capability in the changing workplace environment while tapping a global customer base, our sales and service structures with strong capabilities in identifying and addressing workspace challenges, and our distinctive in-house intellectual property*.

* In-house intellectual property: Intellectual property created through the company's own efforts that has economic value, such as serving as a source of revenue through licensing fees and other means.

In fiscal 2025, we boosted the Office Services business earnings by acquiring high-values added recurring revenue contracts. In the Office Printing business, we focused on maintaining and enhancing profitability by generating synergies in development and production of MFPs and other devices through ETRIA, a joint venture company founded in July 2024 with Toshiba Tec Corporation ("Toshiba Tec") and rigorously implementing streamlined MIF management and sales initiatives to targeting customers. In addition, Oki Electric Industry Co., Ltd. ("OKI") joined ETRIA in October 2025, and we have been reinforcing our development and production capabilities. As well as implementing measures under our Corporate Value Improvement Project, we strengthened our organizational capabilities to respond more flexibly to changing business conditions while pursuing an earnings structure that befits a digital services company. As a response to the introduction of new U.S. tariff policies, we acted to mitigate tariff impacts in all the areas of production, logistics, and procurement through pricing and sales channels.

Consolidated sales for the term increased by 3.2% year-on-year (increased by 1.8% excluding the foreign exchange impact) to ¥2,608.3 billion. While in the Office Printing business, sales increased mainly due to contributions from product sales by ETRIA to Toshiba Tec and OKI and growth in the Office Services business despite sluggish non-hardware sales and the impact of U.S. tariff policies.

By region, in Japan, sales increased, centering on the Office Services business with continued strong performance. We captured demands for PC replacement and enhanced security and acquired related service and support contracts, which contributed to sales expansion of IT services. Additionally, information systems applications and solutions addressing legal revisions remained strong, contributing to an increase in sales from application services. Furthermore, increased hardware sales in the Office Printing business and product sales by ETRIA to Toshiba Tec and OKI resulted in an increase of 9.2% from a year earlier.

Overseas, in the Americas, corporate investment remained subdued due to uncertainty over the outlook stemming from factors such as the impact of tariff policies, leading to a decline in sales, particularly in hardware sales in the Office Printing business and Commercial Printing business. In the Office Services business, we accelerated business growth by concentrating management resources on growth areas. We acquired audio visual (AV) integrators, Presentation Products, Inc. ("PPI") in the U.S. and ET Group in Canada, to advance initiatives aimed at the growth of the Workplace Experience. Meanwhile, we sold our managed IT services business in the U.S. As a result, sales in the Americas decreased by 4.7% from a year earlier (decreased by 3.6% excluding the foreign exchange impact). In Europe, the Middle East, and Africa, hardware and non-hardware sales in the Office Printing business remained weak, reflecting concerns over economic downturns caused by factors such as U.S. tariff policies. In the Office Services business, while companies remained cautious toward IT infrastructure investments, signs of sales recovery emerged from the second half of fiscal 2025, driven mainly by the realization of synergies with acquired companies and an improvement in IT infrastructure demand. On a full-year basis, sales in this geographic region increased by 3.8% (decreased by 2.6% excluding the foreign exchange impact) from a year earlier partly owing to the depreciation of the yen. In other geographic regions, sales remained at the same level (decreased by 0.8% excluding the foreign exchange impact) year-on-year, impacted by intensifying price competition in the Office Printing business and weak demand for industrial inkjet heads in China. Overall, overseas sales decreased by 0.5% year-on-year. Excluding the impact of exchange rate fluctuations, overseas sales are estimated to have decreased by 2.8% year-on-year.

Gross profit increased by 2.4% year-on-year to ¥889.1 billion. This was due to growth in the Office Services business, the benefits of the Corporate Value Improvement Project, as well as the depreciation of the yen, despite a decrease in sales in the Office Printing business and Commercial Printing business.

Selling, general and administrative expenses decreased by 0.5% year-on-year to ¥815.1 billion due to factors such as a reduction in expenses related to the Corporate Value Improvement Project implemented in fiscal 2024 and the benefits from the Project despite increased costs due to business growth, inflation-driven rises in personnel and other expenses, the non-recurring cost recorded following core system integration in Europe, and the depreciation of the yen.

Other income includes proceeds from sale of the managed IT services business in the U.S. and gain on sale of property, plant and equipment, primarily in Japan. Other income for fiscal 2024 included allocation towards the penalty for terminating the alliance agreement of compensation for vacating the site received in previous years following the arbitral award of arbitration request filed by a Ricoh subsidiary*. As a result, other income increased year-on-year to ¥23.7 billion.

* Please refer to "Notice Regarding the Arbitral Award of Arbitration Request Filed by Ricoh Subsidiary and Revision to the Forecast of Consolidated Operating Results for the Fiscal Year Ending March 31, 2025" released on November 25, 2024.

Impairment losses on goodwill increased, primarily due to the recording of losses in the Drug Discovery Support business and the Office Services business in certain regions.

As a result of the above, operating profit increased by ¥26.8 billion to ¥90.7 billion from the previous fiscal year.

Net financial income decreased year-on-year, reflecting a decrease in foreign exchange gain. The share of profit on investments accounted for using the equity method was lower year-on-year, reflecting a decrease in profits from equity method affiliates.

We recorded profit before income tax expenses of ¥92.2 billion, an increase of ¥22.2 billion from the previous fiscal year.

Income tax expenses increased by ¥11.1 billion year-on-year, reflecting an increase in profit before income tax and revisions to estimates on the recoverability of deferred tax assets, given the business environment and restructuring in certain regions.

Overall, we posted profit attributable to owners of the parent of ¥55.6 billion, an increase of ¥9.9 billion from the previous fiscal year.

Comprehensive income increased to ¥149.4 billion, owing largely to an increase in currency exchange differences on translation of foreign operations.

*** Review by Business Segment**

Digital Services

Digital Services sales were ¥1,988.5 billion and increased by 3.0% as compared to the previous fiscal year.

In the office services business, sales increased as compared to the previous corresponding period. In Japan, IT services grew, driven by PC replacement demand, capturing demand for enhanced security, and the acquisition of related service and support contracts. In addition, application services also saw increased revenue, supported by strong performance in information-related applications and solutions addressing legal revisions. In the Americas, sales decreased due to the sale of the managed IT services business in the U.S. as part of efforts to concentrate management resources on growth areas, as well as the impact of a decline in BPS* sales. On the other hand, initiatives to drive growth in workplace experience progressed through the acquisitions of PPI in the U.S. and ET Group in Canada, both AV integrators. In Europe, the Middle East, and Africa, a cautious stance toward IT infrastructure investment continued due to uncertainty about the outlook; however, sales increased mainly in IT services from the second half as the effects of synergy initiatives with acquired companies materialized. On a full-year basis, sales increased due to the impact of the depreciation of the yen; however, in real terms, sales decreased. In the office printing business, hardware performance remained steady in Japan, while sales declined overseas due to the impact of U.S. tariff policies and other factors. Non-hardware sales decreased as demand continued to weaken, particularly in Europe and the U.S. Operating profit was supported by growth in the office services business mainly in Japan, the effects of the Corporate Value Improvement Project, and gains recorded in connection with the transfer of the managed IT services business in the U.S. On the other hand, operating profit was affected by several downward factors, including a decline in non-hardware profitability in the office printing business, the impact of U.S. tariff policies, and temporary expenses related to reviewing and strengthening assets and systems (including core system integration in Europe). As a result, operating profit for Digital Services was ¥27.9 billion, down ¥4.3 billion compared to the previous corresponding period.

*BPS (Business Process Services) resolve issues related to corporate business processes by outsourcing tasks to specialist vendors.

Digital Products

Digital Products sales were ¥186.3 billion and increased by 18.7% as compared to the previous corresponding period (Sales including intersegment sales were ¥587.1 billion and increased by 0.4%). Sales increased due to product sales from ETRIA to Toshiba Tec, as well as product sales to OKI, which joined ETRIA in October 2025. On the other hand, sales of hardware primarily to overseas markets decreased due to the impact of U.S. tariff policies, and as a result, sales including intersegment sales increased slightly.

Although there was a decrease in profit associated with the decline in sales, the effects of structural reforms implemented in the previous fiscal year and ongoing initiatives to strengthen production and development capabilities contributed to improved profitability. As a result, operating profit for Digital Products was ¥31.5 billion, up ¥2.8 billion compared to the previous corresponding period. In addition, in this fiscal year, OKI, which has strengths including proprietary LED technologies, newly joined ETRIA, and operations began as a joint venture of three companies together with Toshiba Tec. At ETRIA, initiatives to create synergies are steadily progressing, including common engine development, optimization of the production structure, and improvement of procurement efficiency.

Graphic Communications

Graphic Communications sales were ¥284.0 billion and decreased by 2.9% as compared to the previous corresponding period. In the commercial printing business, non-hardware sales of production printers remained solid. Hardware sales declined, mainly in the U.S., the core market, due to restrained investment stemming from the impact of tariff policies and uncertainty about the outlook. Although a recovery trend was observed in the fourth quarter due to the effects of sales promotion measures, sales decreased for the full year. Although cost reductions and the effects of structural reforms implemented in the previous fiscal year contributed positively, the decrease in sales led to a decline in overall profit. As a result, operating profit for Graphic Communications was ¥18.6 billion, down ¥4.5 billion compared to the previous corresponding period.

Industrial Solutions

Industrial Solutions sales were ¥106.2 billion and decreased by 5.3% as compared to the previous corresponding period.

Sales declined due to the continued impact of reduced logistics-related demand in the Americas and the transfer of the optical business implemented in the previous fiscal year, although the thermal business remained steady in Japan and Europe. Excluding the impact of the transfer, sales were on par with the previous year.

While overall sales decreased, improved profitability through cost reduction and pricing control, combined with the absence of one-time expenses recorded in the previous corresponding period related to the transfer of the optical business, resulted in operating profit for Industrial Solutions of ¥2.4 billion, an increase of ¥4.2 billion compared to the previous corresponding period.

Other

Other segment sales were ¥43.1 billion and increased by 20.3% as compared to the previous corresponding period.

The camera business showed strong performance, with sustained high demand centered on the RICOH GR series, resulting in higher sales and profit.

Upfront investment for new business creation and the recording of an impairment loss on goodwill in the drug discovery support business resulted in operating loss of ¥3.3 billion for the Other segment; however, this represented an improvement of ¥2.2 billion from the previous corresponding period, supported by the effects of business selection and concentration.

Eliminations and Corporate

Profit (loss) not attributable to the above segments is recorded in the Eliminations and Corporate.

Operating profit (loss) improved by ¥26.3 billion compared to the previous corresponding period mainly due to the recording of gains on sales of fixed assets implemented mainly in Japan in the current fiscal year, whereas temporary expenses associated with the implementation of the “Second Career Support Program” in Japan were recorded in the previous corresponding period.

(Notes) Digital services as a business segment are mainly limited to the office services business and the office printing sales business. This segment does not include all digital services, which Ricoh aims to transform into “a digital services company” that connects workplaces and support workers’ creativity. “Digital Services” provided as “a digital services company” is included in all the business segments as well as Digital Services business segment.

(2) Financial Position

Assets, Liabilities, and Equity at Year-End

	(Billions of yen)		
	March 31, 2025	March 31, 2026	Change
Total assets	2,357.1	2,540.1	183.0
Total equity	1,054.7	1,187.4	132.7
Equity attributable to owners of the parent	1,030.1	1,156.1	126.0
Equity attributable to owners of the parent ratio (%)	43.7	45.5	1.8 points

Total assets increased by ¥183.0 billion from the end of fiscal 2024, to ¥2,540.1 billion. The assets succeeded to from OKI following its participation in ETRIA increased from the end of the previous fiscal year. After excluding foreign exchange impact and the assets succeeded to from OKI, total assets increased by ¥17.0 billion. The year-end rates for major currencies for the yen at end of fiscal 2025 were ¥159.88 against the U.S. dollar (down ¥10.36 from the previous year) and ¥183.41 against the euro (down ¥21.33).

In the asset section, cash and cash equivalents increased by ¥14.1 billion from the end of fiscal 2024. Trade and other receivables increased by ¥47.2 billion following an increase in sales in Japan. In addition, inventories increased by ¥32.0 billion mainly due to the business integration of OKI and addition to the scope of consolidation following acquisitions in the Americas, as well as an increase in procurement costs reflecting the impact of U.S. tariffs.

Total liabilities increased by ¥50.3 billion from the end of fiscal 2024, to ¥1,352.7 billion. Trade and other payables and other current liabilities increased mainly due to the foreign exchange impact from the depreciation of the yen. Meanwhile, bonds and borrowing decreased by ¥8.5 billion in total of current and non-current liabilities.

Total equity increased by ¥132.7 billion from the end of fiscal 2024, to ¥1,187.4 billion. In the equity section, exchange differences on translation of foreign operations increased following the recording of profit for fiscal 2025 and the depreciation of the yen. Furthermore, capital surplus and non-controlling interests increased following the OKI's participation in ETRIA.

As a result, equity attributable to owners of the parent increased by ¥126.0 billion from the end of fiscal 2024, to ¥1,156.1 billion. The equity ratio increased by 1.8 points from the end of fiscal 2024 to 45.5%

(3) Cash Flows

	(Billions of yen)		
	March 31, 2025	March 31, 2026	Change
Cash flows from operating activities	136.8	158.1	21.2
Cash flows from investing activities	(79.3)	(72.5)	6.8
Cash flows from financing activities	(45.5)	(83.0)	(37.5)
Cash and cash equivalents at end of year	181.8	193.4	11.6

Net cash provided by operating activities was ¥158.1 billion, increased by ¥21.2 billion from a year earlier, despite an increase in inventories and cash outflows, including the payment of additional retirement benefits under the Second Career Support Program in Japan that was implemented in the previous fiscal year, in the current fiscal year. This is mainly due to cash outflows in the previous fiscal year owing to the refund of deposits following the arbitral award of arbitration request filed by the Company's subsidiary.

Net cash used in investing activities decreased by ¥6.8 billion year-on-year to ¥72.5 billion, mainly due to cash inflows in the previous fiscal year attributable to sale of the optical business and gains in the current fiscal year on sale of the managed IT services business in the U.S. and sale of property, plant and equipment, primarily in Japan.

Overall, we posted a positive free cash flow (net cash provided by operating activities plus net cash used in investing activities) of ¥85.5 billion, increased by ¥28.0 billion from a year earlier.

Net cash used in financing activities increased by ¥37.5 billion year-on-year to ¥83.0 billion, mainly due to a decrease in proceeds from debt from a year earlier.

Cash and cash equivalents at the end of fiscal 2025 thus totaled ¥193.4 billion, increased by ¥11.6 billion from the end of fiscal 2024.

(Reference) Cash Flow Indices

	Year ended March 31, 2022	Year ended March 31, 2023	Year ended March 31, 2024	Year ended March 31, 2025	Year ended March 31, 2026
Equity attributable to owners of the parent / Total assets	48.7%	43.3%	45.4%	43.7%	45.5%
Market capitalization / Total assets	36.5%	28.1%	35.7%	38.1%	29.4%
Interest bearing debt / Operating cash flow	2.9	5.4	2.8	3.2	2.7
Operating cash flow / Interest expense	26.9	13.2	32.3	26.1	21.0

Notes:

i. All indices are calculated based on consolidated data.

ii. Operating cash flow is shown in consolidated statement of cash flow. Interest bearing debt are bonds and borrowings.

(4) Forecast for the coming fiscal year

In March 2026, we announced the Mid-Term Management Strategy '26 beginning from April 2026. As our medium- to long-term goal, we aim to become a global leading integrator that contributes to customers' competitive advantage and differentiation by combining our own and third-party products, services, and software in the workplace, in order to achieve our Mission & Vision of "Fulfillment through Work."

A moderate growth trend was maintained in the global economy during the fiscal year under review, supported by factors such as stabilization of inflation rates and increased investment related to AI. However, the economic outlook for global business remained clouded due to factors such as protectionist trade policies and rising geopolitical tensions in the Middle East, which led to higher energy prices and continued disruptions in supply chains. This adverse external environment is expected to persist in the next fiscal year, and cost increase factors are also anticipated, including the impact of rising prices for semiconductor memory and other materials, which has become apparent since the fourth quarter of the current fiscal year.

For the next fiscal year, we forecast consolidated sales of ¥2,700.0 billion, operating profit of ¥95.0 billion, and profit attributable to owners of the parent of ¥62.0 billion. Growth in stock-based revenue in Workplace Services* is expected to drive profit growth. On the other hand, increases in costs associated with rising prices of semiconductor memory and petroleum-related materials are anticipated. While we will strive to absorb these impacts through pricing measures and by reviewing our cost structure, a portion of such impacts has been factored into our forecast. In addition, increases in personnel expenses associated with inflation are also expected; however, we will continue to address these impacts through expense control and ongoing cost structure reforms, as we strive to enhance profitability.

Our performance forecast for the fiscal year ending March 31, 2027 is as follows:

*From the next fiscal year, we will revise the business segment classification. For the main business activities of the revised business segments, please refer to "(7) Notes to Consolidated Financial Statements (a) Segment Information" on page 20.

Exchange Rate Assumptions for the full year ending March 31, 2027

US\$ 1 = ¥150.00 (¥150.79 in previous fiscal year)

EURO 1 = ¥175.00 (¥174.81 in previous fiscal year)

(Billions of yen)			
	Year ended March 31, 2026	Year ending March 31, 2027 (Forecast)	Change
Domestic sales	1,051.6	1,063.0	1.1%
Overseas sales	1,556.6	1,637.0	5.2%
Sales	2,608.3	2,700.0	3.5%
Gross profit	889.1	920.0	3.5%
Operating profit (loss)	90.7	95.0	4.7%
Profit (loss) before income tax expenses	92.2	95.0	3.0%
Profit (loss) attributable to owners of the parent	55.6	62.0	11.4%

* The results forecasts and forward-looking statements included in this document are based on information available to the Company as at the date and certain assumptions that the Company considers reasonable. The Company makes no guarantees with respect to the achievement of its results forecasts or forward-looking statements. Actual results might be significantly different from the forecasts in the document, depending on various factors. Factors which may affect the actual business results include but are not limited to the economic situation in the geographic areas where Ricoh conducts business, including Japan, the Americas, Europe, Middle East, Africa, China and Asia, market environment, and currency exchange rates.

(5) Dividend Policy

Our shareholder return policy is to maintain a 50% total return ratio. We aim to accordingly lift cash dividends per share in line with annual earnings growth while endeavoring to offer attractive dividend yields. We will undertake flexible and timely share repurchases and other additional return measures to improve Total Shareholder Return*. Such actions will factor in the operating climate and progress with growth investments and our commitment to an optimal capital structure.

The year-end dividend per share will be ¥20.00, and the total dividend per share for the fiscal year ended March 31, 2026 will be ¥40.00.

The total dividend per share for the fiscal year ending March 31, 2027 will be ¥44.00, increased by ¥4.00 as compared to the fiscal year ended March 31, 2026.

* Total Shareholder Return: The total return on investment for shareholders, including capital gains and dividends from a stock.

2. Basic policies in selecting accounting policies

Ricoh has decided on voluntary adoption of IFRS from fiscal year ended on March 31, 2014 as Ricoh concluded that an implementation of IFRS as a global standard and unifying accounting standards across the group will enable Ricoh to enhance accuracy for the management of the entire group.

3. Consolidated Financial Statements

(1) Consolidated Statement of Financial Position

Assets

	(Millions of yen)		
	March 31, 2025	March 31, 2026	Change
Current Assets			
Cash and cash equivalents	190,657	204,855	14,198
Time deposits	1,638	2,216	578
Trade and other receivables	541,132	588,402	47,270
Other financial assets	110,007	124,480	14,473
Inventories	298,900	330,933	32,033
Other current assets	71,115	73,529	2,414
Total Current Assets	1,213,449	1,324,415	110,966
Non-current Assets			
Property, plant and equipment	204,009	212,084	8,075
Right-of-use assets	69,505	80,710	11,205
Goodwill and intangible assets	432,792	450,865	18,073
Other financial assets	183,524	206,444	22,920
Investments accounted for using the equity method	91,920	94,586	2,666
Other investments	19,968	21,513	1,545
Other non-current assets	74,923	93,752	18,829
Deferred tax assets	67,028	55,812	(11,216)
Total Non-current Assets	1,143,669	1,215,766	72,097
Total Assets	2,357,118	2,540,181	183,063

Liabilities and Equity

	(Millions of yen)		
	March 31, 2025	March 31, 2026	Change
Current Liabilities			
Bonds and borrowings	145,691	133,996	(11,695)
Trade and other payables	332,699	345,111	12,412
Lease liabilities	24,651	26,024	1,373
Other financial liabilities	4,954	2,437	(2,517)
Income tax payables	14,420	14,084	(336)
Provisions	11,425	12,194	769
Other current liabilities	326,003	352,925	26,922
Total Current Liabilities	859,843	886,771	26,928
Non-current Liabilities			
Bonds and borrowings	294,955	298,130	3,175
Lease liabilities	50,920	62,177	11,257
Other financial liabilities	2,816	1,436	(1,380)
Accrued pension and retirement benefits	31,940	40,421	8,481
Provisions	6,626	6,849	223
Other non-current liabilities	28,168	29,724	1,556
Deferred tax liabilities	27,100	27,210	110
Total Non-current Liabilities	442,525	465,947	23,422
Total Liabilities	1,302,368	1,352,718	50,350
Equity			
Common stock	135,364	135,364	—
Additional paid-in capital	180,947	183,099	2,152
Treasury stock	(734)	(658)	76
Other components of equity	242,440	330,192	87,752
Retained earnings	472,090	508,144	36,054
Equity attributable to owners of the parent	1,030,107	1,156,141	126,034
Non-controlling interests	24,643	31,322	6,679
Total Equity	1,054,750	1,187,463	132,713
Total Liabilities and Equity	2,357,118	2,540,181	183,063

(2) Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income

Consolidated Statement of Profit or Loss

Year ended March 31, 2025 and 2026

	(Millions of yen)			
	Year ended March 31, 2025	Year ended March 31, 2026	Change	%
Sales	2,527,876	2,608,314	80,438	3.2
Cost of sales	1,659,268	1,719,166	59,898	3.6
Percentage of sales (%)	65.6	65.9		
Gross profit	868,608	889,148	20,540	2.4
Percentage of sales (%)	34.4	34.1		
Selling, general and administrative expenses	818,945	815,166	(3,779)	(0.5)
Percentage of sales (%)	32.4	31.3		
Other income	15,477	23,742	8,265	53.4
Percentage of sales (%)	0.6	0.9		
Impairment of goodwill	1,311	7,011	5,700	434.8
Percentage of sales (%)	0.1	0.3		
Operating profit (loss)	63,829	90,713	26,884	42.1
Percentage of sales (%)	2.5	3.5		
Finance income	11,037	7,512	(3,525)	(31.9)
Percentage of sales (%)	0.4	0.3		
Finance costs	10,527	10,921	394	3.7
Percentage of sales (%)	0.4	0.4		
Share of profit (loss) of investments accounted for using the equity method	5,728	4,969	(759)	(13.3)
Percentage of sales (%)	0.2	0.2		
Profit (loss) before income tax expenses	70,067	92,273	22,206	31.7
Percentage of sales (%)	2.8	3.5		
Income tax expenses	23,984	35,162	11,178	46.6
Percentage of sales (%)	0.9	1.3		
Profit (loss)	46,083	57,111	11,028	23.9
Percentage of sales (%)	1.8	2.2		
Profit (loss) attributable to:				
Owners of the parent	45,709	55,669	9,960	21.8
Percentage of sales (%)	1.8	2.1		
Non-controlling interests	374	1,442	1,068	285.6
Percentage of sales (%)	0.0	0.1		

	Year ended March 31, 2025	Year ended March 31, 2026	Change
Earnings per share attributable to owners of the parent-basic (yen)	78.11	97.80	19.69
Earnings per share attributable to owners of the parent-diluted (yen)	78.04	97.66	19.62

* Gain on sales of property, plant and equipment and others were included in "Other income".

Three months ended March 31, 2025 and 2026

	(Millions of yen)			
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change	%
Sales	692,472	726,004	33,532	4.8
Cost of sales	464,861	486,552	21,691	4.7
Percentage of sales (%)	67.1	67.0		
Gross profit	227,611	239,452	11,841	5.2
Percentage of sales (%)	32.9	33.0		
Selling, general and administrative expenses	199,513	222,753	23,240	11.6
Percentage of sales (%)	28.8	30.7		
Other income	2,486	11,002	8,516	342.6
Percentage of sales (%)	0.4	1.5		
Impairment of goodwill	1,311	7,011	5,700	434.8
Percentage of sales (%)	0.2	1.0		
Operating profit (loss)	29,273	20,690	(8,583)	(29.3)
Percentage of sales (%)	4.2	2.8		
Finance income	4,350	2,788	(1,562)	(35.9)
Percentage of sales (%)	0.6	0.4		
Finance costs	4,310	3,603	(707)	(16.4)
Percentage of sales (%)	0.6	0.5		
Share of profit (loss) of investments accounted for using the equity method	325	181	(144)	(44.3)
Percentage of sales (%)	0.0	0.0		
Profit (loss) before income tax expenses	29,638	20,056	(9,582)	(32.3)
Percentage of sales (%)	4.3	2.8		
Income tax expenses	12,113	11,706	(407)	(3.4)
Percentage of sales (%)	1.7	1.6		
Profit (loss) for the period	17,525	8,350	(9,175)	(52.4)
Percentage of sales (%)	2.5	1.2		
Profit (loss) attributable to:				
Owners of the parent	17,855	8,825	(9,030)	(50.6)
Percentage of sales (%)	2.6	1.2		
Non-controlling interests	(330)	(475)	(145)	—
Percentage of sales (%)	(0.0)	(0.1)		

	Three months ended March 31, 2025	Three months ended March 31, 2026	Change
Earnings per share attributable to owners of the parent-basic (yen)	31.37	15.50	(15.87)
Earnings per share attributable to owners of the parent-diluted (yen)	31.33	15.48	(15.85)

* Gain on sales of property, plant and equipment and others were included in "Other income".

Consolidated Statement of Comprehensive Income

Year ended March 31, 2025 and 2026

	(Millions of yen)		
	Year ended March 31, 2025	Year ended March 31, 2026	Change
Profit (loss)	46,083	57,111	11,028
Other comprehensive income (loss):			
Components that will not be reclassified subsequently to profit or loss:			
Remeasurements of defined benefit plans	6,220	2,458	(3,762)
Net changes in fair value of financial assets measured through other comprehensive income	1,565	357	(1,208)
Share of other comprehensive income of investments accounted for using equity method	460	252	(208)
Total components that will not be reclassified subsequently to profit or loss	8,245	3,067	(5,178)
Components that will be reclassified subsequently to profit or loss:			
Net changes in fair value of cash flow hedges	—	6	6
Exchange differences on translation of foreign operations	(11,443)	89,430	100,873
Share of other comprehensive income of investments accounted for using equity method	34	(115)	(149)
Total components that will be reclassified subsequently to profit or loss	(11,409)	89,321	100,730
Total other comprehensive income (loss)	(3,164)	92,388	95,552
Comprehensive income (loss)	42,919	149,499	106,580
Comprehensive income (loss) attributable to:			
Owners of the parent	43,686	146,005	102,319
Non-controlling interests	(767)	3,494	4,261

Three months ended March 31, 2025 and 2026

	(Millions of yen)		
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change
Profit (loss) for the period	17,525	8,350	(9,175)
Other comprehensive income (loss):			
Components that will not be reclassified subsequently to profit or loss:			
Remeasurements of defined benefit plans	6,220	2,458	(3,762)
Net changes in fair value of financial assets measured through other comprehensive income	(756)	(769)	(13)
Share of other comprehensive income of investments accounted for using equity method	(153)	(469)	(316)
Total components that will not be reclassified subsequently to profit or loss	5,311	1,220	(4,091)
Components that will be reclassified subsequently to profit or loss:			
Net changes in fair value of cash flow hedges	456	6	(450)
Exchange differences on translation of foreign operations	(33,226)	6,770	39,996
Share of other comprehensive income of investments accounted for using equity method	23	(18)	(41)
Total components that will be reclassified subsequently to profit or loss	(32,747)	6,758	39,505
Total other comprehensive income (loss)	(27,436)	7,978	35,414
Comprehensive income (loss)	(9,911)	16,328	26,239
Comprehensive income (loss) attributable to:			
Owners of the parent	(8,279)	16,589	24,868
Non-controlling interests	(1,632)	(261)	1,371

Consolidated Sales by Product Category

Year ended March 31, 2025 and 2026

	(Millions of yen)			
	Year ended March 31, 2025	Year ended March 31, 2026	Change	%
<Digital Services>	1,930,109	1,988,530	58,421	3.0
Percentage of sales (%)	76.4	76.2		
<Digital Products>	157,065	186,395	29,330	18.7
Percentage of sales (%)	6.2	7.1		
<Graphic Communications>	292,663	284,043	(8,620)	(2.9)
Percentage of sales (%)	11.6	10.9		
<Industrial Solutions>	112,192	106,232	(5,960)	(5.3)
Percentage of sales (%)	4.4	4.1		
<Other>	35,847	43,114	7,267	20.3
Percentage of sales (%)	1.4	1.7		
Grand Total	2,527,876	2,608,314	80,438	3.2
Percentage of sales (%)	100.0	100.0		

Three months ended March 31, 2025 and 2026

	(Millions of yen)			
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change	%
<Digital Services>	530,759	550,788	20,029	3.8
Percentage of sales (%)	76.6	75.9		
<Digital Products>	47,196	53,774	6,578	13.9
Percentage of sales (%)	6.8	7.4		
<Graphic Communications>	76,966	80,127	3,161	4.1
Percentage of sales (%)	11.1	11.0		
<Industrial Solutions>	28,691	28,852	161	0.6
Percentage of sales (%)	4.1	4.0		
<Other>	8,860	12,463	3,603	40.7
Percentage of sales (%)	1.3	1.7		
Grand Total	692,472	726,004	33,532	4.8
Percentage of sales (%)	100.0	100.0		

* Digital services as a business segment is mainly limited to the office services business and the office printing sales business. This segment does not include all digital services, which Ricoh aims to transform into “a digital services company” that supports workers’ creativity and provides services to meet changing workplaces. “Digital Services” provided as “a digital services company” is included in all the business segments as well as Digital Services business segment.

For the product line of each category, please refer to “(7) Notes to Consolidated Financial Statements (a) Segment Information” on page 20.

Consolidated Sales by Geographic Area

Year ended March 31, 2025 and 2026

	(Millions of yen)			
	Year ended March 31, 2025	Year ended March 31, 2026	Change	%
<Domestic>	963,276	1,051,655	88,379	9.2
Percentage of sales (%)	38.1	40.3		
<Overseas>	1,564,600	1,556,659	(7,941)	(0.5)
Percentage of sales (%)	61.9	59.7		
The Americas	687,066	654,677	(32,389)	(4.7)
Percentage of sales (%)	27.2	25.1		
Europe, Middle East and Africa	648,071	672,620	24,549	3.8
Percentage of sales (%)	25.6	25.8		
Other	229,463	229,362	(101)	(0.0)
Percentage of sales (%)	9.1	8.8		
Grand Total	2,527,876	2,608,314	80,438	3.2
Percentage of sales (%)	100.0	100.0		

Three months ended March 31, 2025 and 2026

	(Millions of yen)			
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change	%
<Domestic>	287,827	299,986	12,159	4.2
Percentage of sales (%)	41.6	41.3		
<Overseas>	404,645	426,018	21,373	5.3
Percentage of sales (%)	58.4	58.7		
The Americas	177,864	178,116	252	0.1
Percentage of sales (%)	25.7	24.5		
Europe, Middle East and Africa	169,223	187,703	18,480	10.9
Percentage of sales (%)	24.4	25.9		
Other	57,558	60,199	2,641	4.6
Percentage of sales (%)	8.3	8.3		
Grand Total	692,472	726,004	33,532	4.8
Percentage of sales (%)	100.0	100.0		

(3) Consolidated Statement of Changes in Equity

(Millions of yen)

	Common Stock	Additional paid-in capital	Treasury stock	Other components of equity		
				Remeasurements of defined benefit plans	Net changes in fair value of financial assets measured through other comprehensive income	Net changes in fair value of cash flow hedges
Balance as of April 1, 2024	135,364	158,455	(7,926)	—	5,512	206
Profit (loss)						
Other comprehensive income (loss)				6,209	1,997	35
Comprehensive income (loss)	—	—	—	6,209	1,997	35
Net change in treasury stock		(38)	(52,467)			
Retirement of treasury stock			59,944			
Dividends declared and approved to owners						
Share-based payment transactions		100	(285)			
Change in scope of consolidation						
Transfer from other components of equity to retained earnings				(6,209)	(1,015)	
Transfer from retained earnings to additional paid-in capital		38				
Equity transactions with non-controlling shareholders		22,392				
Total transactions with owners	—	22,492	7,192	(6,209)	(1,015)	—
Balance as of March 31, 2025	135,364	180,947	(734)	—	6,494	241

	Other components of equity		Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity
	Exchange differences on translation of foreign operations	Total other components of equity				
Balance as of April 1, 2024	245,969	251,687	501,142	1,038,722	26,405	1,065,127
Profit (loss)			45,709	45,709	374	46,083
Other comprehensive income (loss)	(10,264)	(2,023)		(2,023)	(1,141)	(3,164)
Comprehensive income (loss)	(10,264)	(2,023)	45,709	43,686	(767)	42,919
Net change in treasury stock				(52,505)		(52,505)
Retirement of treasury stock			(59,944)	—		—
Dividends declared and approved to owners			(22,003)	(22,003)	(566)	(22,569)
Share-based payment transactions				(185)		(185)
Change in scope of consolidation				—	2,687	2,687
Transfer from other components of equity to retained earnings		(7,224)	7,224	—		—
Transfer from retained earnings to additional paid-in capital			(38)	—		—
Equity transactions with non-controlling shareholders				22,392	(3,116)	19,276
Total transactions with owners	—	(7,224)	(74,761)	(52,301)	(995)	(53,296)
Balance as of March 31, 2025	235,705	242,440	472,090	1,030,107	24,643	1,054,750

(Millions of yen)

	Common Stock	Additional paid-in capital	Treasury stock	Other components of equity		
				Remeasurements of defined benefit plans	Net changes in fair value of financial assets measured through other comprehensive income	Net changes in fair value of cash flow hedges
Balance as of April 1, 2025	135,364	180,947	(734)	—	6,494	241
Profit (loss)						
Other comprehensive income (loss)				2,586	531	(110)
Comprehensive income (loss)	—	—	—	2,586	531	(110)
Net change in treasury stock			(7)			
Dividends declared and approved to owners						
Share-based payment transactions		271	83			
Change in scope of consolidation						
Transfer from other components of equity to retained earnings				(2,586)	2	
Equity transactions with non-controlling shareholders		1,881				
Total transactions with owners	—	2,152	76	(2,586)	2	—
Balance as of March 31, 2026	135,364	183,099	(658)	—	7,027	131

	Other components of equity		Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity
	Exchange differences on translation of foreign operations	Total other components of equity				
Balance as of April 1, 2025	235,705	242,440	472,090	1,030,107	24,643	1,054,750
Profit (loss)			55,669	55,669	1,442	57,111
Other comprehensive income (loss)	87,329	90,336		90,336	2,052	92,388
Comprehensive income (loss)	87,329	90,336	55,669	146,005	3,494	149,499
Net change in treasury stock				(7)		(7)
Dividends declared and approved to owners			(22,199)	(22,199)	(3,094)	(25,293)
Share-based payment transactions				354		354
Change in scope of consolidation				—	260	260
Transfer from other components of equity to retained earnings		(2,584)	2,584	—		—
Equity transactions with non-controlling shareholders				1,881	6,019	7,900
Total transactions with owners	—	(2,584)	(19,615)	(19,971)	3,185	(16,786)
Balance as of March 31, 2026	323,034	330,192	508,144	1,156,141	31,322	1,187,463

(4) Consolidated Statement of Cash Flows

	(Millions of yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
I. Cash Flows from Operating Activities:		
Profit (loss)	46,083	57,111
Adjustments to reconcile profit to net cash provided by (used in) operating activities -		
Depreciation and amortization	113,816	117,404
Impairment of property, plant and equipment and intangible assets	720	6,572
Impairment of goodwill	1,311	7,011
Other income	(628)	(17,289)
Share of (profit) loss of investments accounted for using the equity method	(5,728)	(4,969)
Finance income and costs	(510)	3,409
Income tax expenses	23,984	35,162
(Increase) decrease in trade and other receivables	1,555	(16,564)
(Increase) decrease in inventories	6,659	(10,948)
(Increase) decrease in lease receivables	(21,754)	(6,559)
Increase (decrease) in trade and other payables	15,188	(3,409)
Increase (decrease) in accrued pension and retirement benefits	(2,852)	157
Other, net	(9,676)	20,937
Interest and dividends received	7,027	7,203
Interest paid	(9,831)	(11,648)
Income taxes paid	(28,487)	(25,460)
Net cash provided by (used in) operating activities	136,877	158,120
II. Cash Flows from Investing Activities:		
Proceeds from sales of property, plant and equipment	369	9,197
Expenditures for property, plant and equipment	(48,988)	(48,890)
Expenditures for intangible assets	(32,594)	(32,755)
Payments for purchases of investment securities	(1,094)	(1,898)
Proceeds from sales of investment securities	1,657	1,184
Net (increase) decrease of time deposits	(1,386)	(355)
Purchase of business, net of cash acquired	(7,151)	(10,116)
Sale of business, net of cash transferred	9,157	13,620
Other, net	669	(2,517)
Net cash provided by (used in) investment activities	(79,361)	(72,530)
III. Cash Flows from Financing Activities:		
Net increase (decrease) of short-term debt	(10,333)	(16,461)
Proceeds from long-term debt	159,535	76,685
Repayments of long-term debt	(78,649)	(82,596)
Proceeds from issuance of bonds	20,000	—
Repayments of bonds	—	(2,227)
Repayments of lease liabilities	(34,268)	(33,199)
Dividends paid	(22,003)	(22,199)
Payments for purchase of treasury stock	(52,770)	(7)
Payments for acquisition of subsidiary shares without changes in the scope of consolidation	(26,524)	—
Other, net	(556)	(3,089)
Net cash provided by (used in) financing activities	(45,568)	(83,093)
IV. Effect of Exchange Rate Changes on Cash and Cash Equivalents	275	9,109
V. Net Increase (decrease) in Cash and Cash Equivalents	12,223	11,606
VI. Cash and Cash Equivalents at Beginning of Year	169,639	181,862
VII. Cash and Cash Equivalents at End of Year	181,862	193,468

Notes: The difference in the amount of “cash and cash equivalents” between consolidated statement of financial position and consolidated statement of cash flows represents bank overdrafts.

(5) Notes on premise going concern

Not applicable

(6) Changes in material accounting policy information

Material accounting policy information which applies in the condensed consolidated financial statements is same as previous fiscal year excepting the table below.

Standards	Title	Summaries of new Standards/amendments
IAS 21	Effects of changes in foreign exchange rates	When a currency is exchangeable and how to determine the exchange rate when it is not.

The application of the above standards has no significant effect on the condensed consolidated financial statements.

(7) Notes to Consolidated Financial Statements

(a) Segment Information

Operating Segment Information

Year ended March 31, 2025 and 2026

	(Millions of yen)			
	Year ended March 31, 2025	Year ended March 31, 2026	Change	%
Digital Services:				
Sales:				
Unaffiliated customers	1,930,109	1,988,530	58,421	3.0
Intersegment	—	—	—	—
Total	1,930,109	1,988,530	58,421	3.0
Operating expenses	1,897,811	1,960,552	62,741	3.3
Operating profit (loss)	32,298	27,978	(4,320)	(13.4)
Operating profit (loss) on sales in Digital Services (%)	1.7	1.4		
Digital Products:				
Sales:				
Unaffiliated customers	157,065	186,395	29,330	18.7
Intersegment	427,561	400,753	(26,808)	(6.3)
Total	584,626	587,148	2,522	0.4
Operating expenses	555,885	555,568	(317)	(0.1)
Operating profit (loss)	28,741	31,580	2,839	9.9
Operating profit (loss) on sales in Digital Products (%)	4.9	5.4		
Graphic Communications:				
Sales:				
Unaffiliated customers	292,663	284,043	(8,620)	(2.9)
Intersegment	—	—	—	—
Total	292,663	284,043	(8,620)	(2.9)
Operating expenses	269,504	265,407	(4,097)	(1.5)
Operating profit (loss)	23,159	18,636	(4,523)	(19.5)
Operating profit (loss) on sales in Graphic Communications (%)	7.9	6.6		
Industrial Solutions:				
Sales:				
Unaffiliated customers	112,192	106,232	(5,960)	(5.3)
Intersegment	1,017	376	(641)	(63.0)
Total	113,209	106,608	(6,601)	(5.8)
Operating expenses	115,030	104,145	(10,885)	(9.5)
Operating profit (loss)	(1,821)	2,463	4,284	—
Operating profit (loss) on sales in Industrial Solutions (%)	(1.6)	2.3		
Other:				
Sales:				
Unaffiliated customers	35,847	43,114	7,267	20.3
Intersegment	20,398	18,583	(1,815)	(8.9)
Total	56,245	61,697	5,452	9.7
Operating expenses	61,842	65,079	3,237	5.2
Operating profit (loss)	(5,597)	(3,382)	2,215	—
Operating profit (loss) on sales in Other (%)	(10.0)	(5.5)		
Eliminations and Corporate:				
Sales:				
Intersegment	(448,976)	(419,712)	29,264	—
Total	(448,976)	(419,712)	29,264	—
Operating expenses:				
Intersegment	(448,976)	(419,712)	29,264	—
Corporate	12,951	(13,438)	(26,389)	—
Total	(436,025)	(433,150)	2,875	—
Operating profit (loss)	(12,951)	13,438	26,389	—
Consolidated:				
Sales:				
Unaffiliated customers	2,527,876	2,608,314	80,438	3.2
Intersegment	—	—	—	—
Total	2,527,876	2,608,314	80,438	3.2
Operating expenses	2,464,047	2,517,601	53,554	2.2
Operating profit (loss)	63,829	90,713	26,884	42.1
Operating profit (loss) on consolidated sales (%)	2.5	3.5		

Three months ended March 31, 2025 and 2026

	(Millions of yen)			
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change	%
Digital Services:				
Sales:				
Unaffiliated customers	530,759	550,788	20,029	3.8
Intersegment	—	—	—	—
Total	530,759	550,788	20,029	3.8
Operating expenses	511,342	549,231	37,889	7.4
Operating profit (loss)	19,417	1,557	(17,860)	(92.0)
Operating profit (loss) on sales in Digital Services (%)	3.7	0.3		
Digital Products:				
Sales:				
Unaffiliated customers	47,196	53,774	6,578	13.9
Intersegment	104,164	107,938	3,774	3.6
Total	151,360	161,712	10,352	6.8
Operating expenses	145,249	159,256	14,007	9.6
Operating profit (loss)	6,111	2,456	(3,655)	(59.8)
Operating profit (loss) on sales in Digital Products (%)	4.0	1.5		
Graphic Communications:				
Sales:				
Unaffiliated customers	76,966	80,127	3,161	4.1
Intersegment	—	—	—	—
Total	76,966	80,127	3,161	4.1
Operating expenses	71,714	73,588	1,874	2.6
Operating profit (loss)	5,252	6,539	1,287	24.5
Operating profit (loss) on sales in Graphic Communications (%)	6.8	8.2		
Industrial Solutions:				
Sales:				
Unaffiliated customers	28,691	28,852	161	0.6
Intersegment	228	118	(110)	(48.2)
Total	28,919	28,970	51	0.2
Operating expenses	28,764	28,576	(188)	(0.7)
Operating profit (loss)	155	394	239	154.2
Operating profit (loss) on sales in Industrial Solutions (%)	0.5	1.4		
Other:				
Sales:				
Unaffiliated customers	8,860	12,463	3,603	40.7
Intersegment	8,066	7,238	(828)	(10.3)
Total	16,926	19,701	2,775	16.4
Operating expenses	19,130	22,900	3,770	19.7
Operating profit (loss)	(2,204)	(3,199)	(995)	—
Operating profit (loss) on sales in Other (%)	(13.0)	(16.2)		
Eliminations and Corporate:				
Sales:				
Intersegment	(112,458)	(115,294)	(2,836)	—
Total	(112,458)	(115,294)	(2,836)	—
Operating expenses:				
Intersegment	(112,458)	(115,294)	(2,836)	—
Corporate	(542)	(12,943)	(12,401)	—
Total	(113,000)	(128,237)	(15,237)	—
Operating profit (loss)	542	12,943	12,401	—
Consolidated:				
Sales:				
Unaffiliated customers	692,472	726,004	33,532	4.8
Intersegment	—	—	—	—
Total	692,472	726,004	33,532	4.8
Operating expenses	663,199	705,314	42,115	6.4
Operating profit (loss)	29,273	20,690	(8,583)	(29.3)
Operating profit (loss) on consolidated sales (%)	4.2	2.8		

Intersegment sales are primarily for Digital Services. Each category includes the following product line:

Digital Services	Sales of MFPs (multifunctional printers), laser printers, digital duplicators, wide format printers, facsimile machine, scanners, personal computers, servers, network equipment, related parts & supplies, services, support, software and service & solutions related to documents
Digital Products	Production and OEM of MFPs (multifunctional printers), laser printers, digital duplicators, wide format printers, facsimile machine, network equipment, and related parts & supplies, production and sales of scanners, related parts & supplies, auto ID systems and electronic components
Graphic Communications	Production and sales of cut sheet printers, continuous feed printers, inkjet heads, imaging systems, industrial printers, related parts & supplies, services, support and software
Industrial Solutions	Production and sales of thermal paper and thermal media, precision mechanical components
Other	Digital cameras, 360°cameras, environment and healthcare

(Notes 1) Digital services as a business segment is mainly limited to the office services business and the office printing sales business. This segment does not include all digital services, which Ricoh aims to transform into “a digital services company” that supports workers’ creativity and provides services to meet changing workplaces. “Digital Services” provided as “a digital services company” is included in all the business segments as well as Digital Services business segment.

(Notes 2) From the next fiscal year, we will revise the classification of business segments. The main business activities of the revised business segments are as follows.

Workplace Services	Sales of IT equipment (personal computers, servers, network equipment), and related services, support, software, document-related services, solutions, and financing to support solutions the introduction and utilization of equipment
Digital Products	Production and sales of MFPs (multifunctional printers), laser printers, digital duplicators, wide format printers, facsimile machines, scanners, network-related equipment, and related parts & supplies, as well as provision of services and support, and production and sales of auto ID systems and electronic components
Graphic Communications	Production and sales of cut sheet printers (production printers), continuous feed printers, inkjet heads, workflow systems (image forming equipment), industrial printers, and related parts & supplies, and provision of services, support and software
Industrial Solutions	Production and sales of thermal paper and thermal media, precision mechanical components
Other	Digital cameras, 360°cameras, environment and healthcare

(b) Per share data

	(Yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
Equity per share attributable to owners of the parent	1,809.90	2,031.06
Earnings per share attributable to owners of the parent-basic	78.11	97.80
Earnings per share attributable to owners of the parent-diluted	78.04	97.66

A reconciliation of the numerator and the denominators of the basic and diluted per share computations for profit is as follows:

	(Millions of yen)	
	Year ended March 31, 2025	Year ended March 31, 2026
Profit (loss) attributable to owners of the parent	45,709	55,669
Effect of dilutive securities	—	—
Diluted profit (loss) attributable to owners of the parent	45,709	55,669

	(Shares)	
	Year ended March 31, 2025	Year ended March 31, 2026
Weighted average common shares outstanding	585,183,202	569,223,326
Effect of dilutive securities	526,740	786,928
Diluted common shares outstanding	585,709,942	570,010,254

(c) Significant Subsequent events

(Stock Transfer of a Subsidiary)

At the meeting of the Board of Directors of the Company held on April 9, 2026, the Company resolved to transfer entire equity stake of Ricoh Asia Industry (Shenzhen) Ltd. (“RAI-SZ”), a consolidated subsidiary (a sub-subsidiary) of the Company (“Stock Transfer”), and entered into an equity transfer agreement on the same date.

From the standpoint of improving Ricoh’s asset efficiency, the Company decided to proceed with the Stock Transfer. As disclosed on “Notice Regarding the Arbitral Award of Arbitration Request Filed by Ricoh Subsidiary and Revision to the Forecast of Consolidated Operating Results for the Fiscal Year Ending March 31, 2025” released on November 25, 2024, the usage rights of the factory site in Futian District, Shenzhen, China that RAI-SZ holds can be transferred as a result of an arbitral award. As a result of the Stock Transfer, the usage rights will also be transferred.

The transfer price is approximately 0.9 billion RMB (approximately ¥21.1 billion*), subject to price adjustments at closing, and is scheduled to be received in cash on the closing date. Upon the Stock Transfer, RAI-SZ will be excluded from Ricoh’s consolidated subsidiaries. In addition, the Company expects to record a gain on the transfer of equity of approximately ¥17.8 billion in consolidated operating profit for the fiscal year ending March 2027.

*1 RMB = 23.43 yen (as of April 30, 2026)

(Share Repurchase and Retirement)

At the meeting of the Board of Directors of the Company held on May 12, 2026, the Company resolved some shares in accordance with Article 156 of the Companies Act of Japan and pursuant to Article 165, Paragraph 3, of the Companies Act. The Board also decided to retire treasury shares under Article 178 of the Companies Act.

1. Reason for share repurchase and share retirement

To improve shareholder return and capital efficiency.

2. Share repurchase

(1) Share category	Common stock
(2) Number of shares	Up to 23,000,000 shares (representing 4.0% of issued and outstanding shares excluding treasury shares)
(3) Repurchase ceiling	¥25 billion
(4) Period	May 13, 2026, through November 30, 2026
(5) Method	Open market purchase on Tokyo Stock Exchange

3. Share retirement

(1) Share category	Common stock
(2) Number of shares	all shares repurchased
(3) Retirement date	December 11, 2026

(Reference)

Treasury stock as of March 31, 2026

(1) Number of issued and outstanding shares (excluding treasury shares)	569,231,386 shares
(2) Number of treasury shares	501,792 shares

-APPENDIX- Year ended March 31, 2026

1. Consolidated Quarterly Performance Outline

(1) Financial Statements Summary (Quarterly)

	(Billions of yen)				
	Q1	Q2	Q3	Q4	Change (%)
Sales	580.7	641.6	659.8	726.0	4.8
Gross profit	207.3	212.4	229.9	239.4	5.2
Operating profit (loss)	12.6	22.8	34.5	20.6	(29.3)
Profit (loss) before income tax expenses	14.8	22.5	34.8	20.0	(32.3)
Profit (loss) attributable to owners of the parent	9.6	14.9	22.2	8.8	(50.6)
Earnings per share attributable to owners of the parent-basic (yen)	16.96	26.21	39.12	15.50	—
Earnings per share attributable to owners of the parent-diluted (yen)	16.94	26.18	39.06	15.48	—
Total assets	2,315.8	2,403.2	2,518.0	2,540.1	—
Equity attributable to owners of the parent	1,036.1	1,076.1	1,139.4	1,156.1	—
Equity attributable to owners of the parent per share (yen)	1,820.16	1,890.45	2,001.79	2,031.06	—
Cash flows from operating activities	22.6	6.7	52.9	75.7	—
Cash flows from investing activities	(15.8)	(19.8)	(11.4)	(25.3)	—
Cash flows from financing activities	(41.5)	30.8	(45.3)	(27.0)	—
Cash and cash equivalents at end of period	146.2	166.2	169.0	193.4	—

(2) Capital expenditures and Depreciation

	(Billions of yen)			
	Q1	Q2	Q3	Q4
Capital expenditures	9.7	12.0	10.6	16.5
Depreciation	10.7	11.1	11.3	11.6

(3) R&D Expenditures

	(Billions of yen)			
	Q1	Q2	Q3	Q4
R&D expenditures	19.0	17.4	20.2	20.6
R&D expenditures/ Total Sales (%)	3.3	2.7	3.1	2.8

(4) Exchange Rate

	Q1	Q2	Q3	Q4
Exchange rate (Yen/US\$)	144.54	147.59	154.13	156.98
Exchange rate (Yen/EURO)	163.87	172.36	179.43	183.67

2. Consolidated Sales by Product Category

Year ended March 31, 2025 and 2026

	(Millions of yen)					
	Year ended March 31, 2025	Year ended March 31, 2026	Change	%	Change excluding exchange impact	%
<Digital Services>	1,930,109	1,988,530	58,421	3.0	27,746	1.4
Percentage of sales (%)	76.4	76.2				
Domestic	797,596	862,479	64,883	8.1	64,883	8.1
Overseas	1,132,513	1,126,051	(6,462)	(0.6)	(37,137)	(3.3)
The Americas	471,466	448,719	(22,747)	(4.8)	(17,213)	(3.7)
Europe, Middle East and Africa	535,861	554,933	19,072	3.6	(15,755)	(2.9)
Other	125,186	122,399	(2,787)	(2.2)	(4,169)	(3.3)
<Digital Products>	157,065	186,395	29,330	18.7	29,355	18.7
Percentage of sales (%)	6.2	7.1				
Domestic	86,743	114,630	27,887	32.1	27,887	32.1
Overseas	70,322	71,765	1,443	2.1	1,468	2.1
The Americas	34,388	35,272	884	2.6	950	2.8
Europe, Middle East and Africa	12,555	11,256	(1,299)	(10.3)	(1,383)	(11.0)
Other	23,379	25,237	1,858	7.9	1,901	8.1
<Graphic Communications>	292,663	284,043	(8,620)	(2.9)	(11,929)	(4.1)
Percentage of sales (%)	11.6	10.9				
Domestic	24,519	24,147	(372)	(1.5)	(372)	(1.5)
Overseas	268,144	259,896	(8,248)	(3.1)	(11,557)	(4.3)
The Americas	144,293	134,437	(9,856)	(6.8)	(8,179)	(5.7)
Europe, Middle East and Africa	76,061	79,270	3,209	4.2	(1,675)	(2.2)
Other	47,790	46,189	(1,601)	(3.4)	(1,703)	(3.6)
<Industrial Solutions>	112,192	106,232	(5,960)	(5.3)	(7,226)	(6.4)
Percentage of sales (%)	4.4	4.1				
Domestic	41,654	36,132	(5,522)	(13.3)	(5,522)	(13.3)
Overseas	70,538	70,100	(438)	(0.6)	(1,704)	(2.4)
The Americas	30,733	29,080	(1,653)	(5.4)	(1,295)	(4.2)
Europe, Middle East and Africa	17,890	20,716	2,826	15.8	1,527	8.5
Other	21,915	20,304	(1,611)	(7.4)	(1,936)	(8.8)
<Other>	35,847	43,114	7,267	20.3	6,951	19.4
Percentage of sales (%)	1.4	1.7				
Domestic	12,764	14,267	1,503	11.8	1,503	11.8
Overseas	23,083	28,847	5,764	25.0	5,448	23.6
The Americas	6,186	7,169	983	15.9	1,058	17.1
Europe, Middle East and Africa	5,704	6,445	741	13.0	344	6.0
Other	11,193	15,233	4,040	36.1	4,046	36.1
Total	2,527,876	2,608,314	80,438	3.2	44,897	1.8
Percentage of sales (%)	100.0	100.0				
Domestic	963,276	1,051,655	88,379	9.2	88,379	9.2
Percentage of sales (%)	38.1	40.3				
Overseas	1,564,600	1,556,659	(7,941)	(0.5)	(43,482)	(2.8)
Percentage of sales (%)	61.9	59.7				
The Americas	687,066	654,677	(32,389)	(4.7)	(24,679)	(3.6)
Percentage of sales (%)	27.2	25.1				
Europe, Middle East and Africa	648,071	672,620	24,549	3.8	(16,942)	(2.6)
Percentage of sales (%)	25.6	25.8				
Other	229,463	229,362	(101)	(0.0)	(1,861)	(0.8)
Percentage of sales (%)	9.1	8.8				

3. Consolidated Sales by Product Category

Three months ended March 31, 2025 and 2026

	(Millions of yen)					
	Three months ended March 31, 2025	Three months ended March 31, 2026	Change	%	Change excluding exchange impact	%
<Digital Services>	530,759	550,788	20,029	3.8	(3,914)	(0.7)
Percentage of sales (%)	76.6	75.9				
Domestic	239,682	245,585	5,903	2.5	5,903	2.5
Overseas	291,077	305,203	14,126	4.9	(9,817)	(3.4)
The Americas	122,427	118,598	(3,829)	(3.1)	(6,867)	(5.6)
Europe, Middle East and Africa	139,240	155,446	16,206	11.6	(2,303)	(1.7)
Other	29,410	31,159	1,749	5.9	(647)	(2.2)
<Digital Products>	47,196	53,774	6,578	13.9	6,144	13.0
Percentage of sales (%)	6.8	7.4				
Domestic	26,259	34,012	7,753	29.5	7,753	29.5
Overseas	20,937	19,762	(1,175)	(5.6)	(1,609)	(7.7)
The Americas	9,606	9,748	142	1.5	106	1.1
Europe, Middle East and Africa	4,365	3,098	(1,267)	(29.0)	(1,311)	(30.0)
Other	6,966	6,916	(50)	(0.7)	(404)	(5.8)
<Graphic Communications>	76,966	80,127	3,161	4.1	(642)	(0.8)
Percentage of sales (%)	11.1	11.0				
Domestic	6,505	6,253	(252)	(3.9)	(252)	(3.9)
Overseas	70,461	73,874	3,413	4.8	(390)	(0.6)
The Americas	37,469	39,847	2,378	6.3	1,574	4.2
Europe, Middle East and Africa	19,652	21,848	2,196	11.2	(387)	(2.0)
Other	13,340	12,179	(1,161)	(8.7)	(1,577)	(11.8)
<Industrial Solutions>	28,691	28,852	161	0.6	(1,129)	(3.9)
Percentage of sales (%)	4.1	4.0				
Domestic	11,946	9,950	(1,996)	(16.7)	(1,996)	(16.7)
Overseas	16,745	18,902	2,157	12.9	867	5.2
The Americas	7,010	7,954	944	13.5	755	10.8
Europe, Middle East and Africa	4,650	5,742	1,092	23.5	404	8.7
Other	5,085	5,206	121	2.4	(292)	(5.7)
<Other>	8,860	12,463	3,603	40.7	3,170	35.8
Percentage of sales (%)	1.3	1.7				
Domestic	3,435	4,186	751	21.9	751	21.9
Overseas	5,425	8,277	2,852	52.6	2,419	44.6
The Americas	1,352	1,969	617	45.6	565	41.8
Europe, Middle East and Africa	1,316	1,569	253	19.2	51	3.9
Other	2,757	4,739	1,982	71.9	1,803	65.4
Total	692,472	726,004	33,532	4.8	3,629	0.5
Percentage of sales (%)	100.0	100.0				
Domestic	287,827	299,986	12,159	4.2	12,159	4.2
Percentage of sales (%)	41.6	41.3				
Overseas	404,645	426,018	21,373	5.3	(8,530)	(2.1)
Percentage of sales (%)	58.4	58.7				
The Americas	177,864	178,116	252	0.1	(3,867)	(2.2)
Percentage of sales (%)	25.7	24.5				
Europe, Middle East and Africa	169,223	187,703	18,480	10.9	(3,546)	(2.1)
Percentage of sales (%)	24.4	25.9				
Other	57,558	60,199	2,641	4.6	(1,117)	(1.9)
Percentage of sales (%)	8.3	8.3				

4. Forecast of Consolidated Sales by Product Category

(Billions of yen)

	Year ended March 31, 2026		Year ending March 31, 2027		
	Results	Forecast	Change %	Forecast (Notes2)	Change %
<Workplace Services>	1,106.7	1,130.0	2.1	1,130.9	2.2
Domestic	579.9	573.0	(1.2)	573.0	(1.2)
Overseas	526.8	557.0	5.7	557.9	5.9
The Americas	196.6	210.0	6.8	211.1	7.3
Europe, Middle East and Africa	296.0	311.0	5.1	310.6	4.9
Other	34.1	36.0	5.4	36.1	6.0
<Digital Products>	1,068.1	1,095.0	2.5	1,096.7	2.7
Domestic	397.1	413.0	4.0	413.0	4.0
Overseas	670.9	682.0	1.6	683.7	1.9
The Americas	287.3	291.1	1.3	292.6	1.8
Europe, Middle East and Africa	270.1	285.0	5.5	284.6	5.4
Other	113.4	105.9	(6.7)	106.4	(6.2)
<Graphic Communications>	284.0	310.0	9.1	310.9	9.5
Domestic	24.1	22.0	(8.9)	22.0	(8.9)
Overseas	259.9	288.0	10.8	288.9	11.2
The Americas	134.4	146.0	8.6	146.7	9.2
Europe, Middle East and Africa	79.2	85.0	7.2	84.9	7.1
Other	46.1	57.0	23.4	57.3	24.1
<Industrial Solutions>	106.2	115.0	8.3	115.2	8.5
Domestic	36.1	38.0	5.2	38.0	5.2
Overseas	70.1	77.0	9.8	77.2	10.2
The Americas	29.0	32.0	10.0	32.1	10.6
Europe, Middle East and Africa	20.7	22.0	6.2	21.9	6.1
Other	20.3	23.0	13.3	23.1	13.9
<Other>	43.1	50.0	16.0	50.1	16.3
Domestic	14.2	17.0	19.2	17.0	19.2
Overseas	28.8	33.0	14.4	33.1	14.9
The Americas	7.1	7.2	0.5	7.2	1.0
Europe, Middle East and Africa	6.4	6.0	(6.9)	5.9	(7.0)
Other	15.2	19.8	30.0	19.9	30.7
Grand Total	2,608.3	2,700.0	3.5	2,704.1	3.7
Domestic	1,051.6	1,063.0	1.1	1,063.0	1.1
Overseas	1,556.6	1,637.0	5.2	1,641.1	5.4
The Americas	654.6	686.3	4.8	689.9	5.4
Europe, Middle East and Africa	672.6	709.0	5.4	708.2	5.3
Other	229.3	241.7	5.4	242.9	5.9

(Notes1) Ricoh will commence a new Mid-Term Management Strategy effective April 1, 2026. Accordingly, the classification of business segments used for the “Forecast of Consolidated Sales by Product Category” has been revised. For details of these changes, please refer to “(7) Notes to Consolidated Financial Statements (a) Segment Information” on page 20.

(Notes2) Excluding foreign exchange impact

Reference: Exchange rate	Year ended March 31, 2026	Year ending March 31, 2027
US\$ 1	¥150.79	¥150.00
EURO 1	¥174.81	¥175.00