Consolidated Results for the Year Ended March 31, 2020

May 8, 2020
Ricoh Company, Ltd.

• Today, I will review Ricoh's results for fiscal 2019

Forward-Looking Statements

The plans, prospects, strategies and other statements, except for the historical events, mentioned in this material are forward-looking statements with respect to future events and business results. Those statements were made based on the judgment of Ricoh's Directors from the information that is now obtainable. Actual results may differ materially from those projected or implied in such forward-looking statements and from any historical trends. Please refrain from judging only from these forward-looking statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and could cause those results to differ materially from those expressed in the forward-looking statements:

a. General economic conditions and business trend
b. Exchange rates and their fluctuations
c. Rapid technological innovation
d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in hot competitive market

No company's name and/or organization's name used, quoted and/or referenced in this material shall be interpreted as a recommendation and/or endorsement by Ricoh.

This material is not an offer or a solicitation to make investments. Please do not rely on this material as your sole source of information for your actual investments, and be aware that investments decisions are your responsibility.

Note: In this document, fiscal years are defined as follows:
FY2019 = Fiscal year ended March 31, 2020, etc.

Structure of results briefing materials

Ricoh reviewed the structure and contents of its results briefing materials in light of feedback at its April 2019 IR Day. Please refer to these and appended supplementary materials.
Results briefing materials present progress with strategies and measures for the Company overall and each business segment.
Results supplementary materials present additional financial data.

Overview of FY2019 Results

Key Indicators

RICOH imagine. change.

Revenues and earnings effectively rose
after factoring out the forex and removals from consolidation and absorbing the impact of COVID-19

(billions of yen)

		FY2018	**FY2019**	After factoring out *1 Ricoh Leasing transfer	Year-on-year change	Effective *2 change
Sales		2013.2	**2008.5**		－0.2%	+2.5%
Gross profit		766.8	721.5		－5.9%	－2.8%
Selling, general and administrative expenses		680.0	642.5		－5.5%	－3.4%
Operating profit		86.8	**79.0**		－9.0%	+1.9%
Operating margin		4.3%	3.9%		－0.4pt	+0.0pt
Profit attributable to owners of the parent		49.5 (tax rate : 34%)	**39.5** (tax rate : 41%)	**49.7**	－20.2%	+6.5%
ROE		5.4%	4.3%	5.3%	－1.1pt	
Exchange rate	Yen/US$	110.95	108.80		－2.15	
	Yen/euro	128.46	120.90		－7.56	
R&D expenditures		111.0	**102.8**		- 8.1	
Capital expenditures		72.4	**86.5**		+14.1	
Depreciation		65.4	**62.5**		- 2.9	

*1 after excluding taxes (¥10.2B) associated with the transfer of shares in Ricoh Leasing

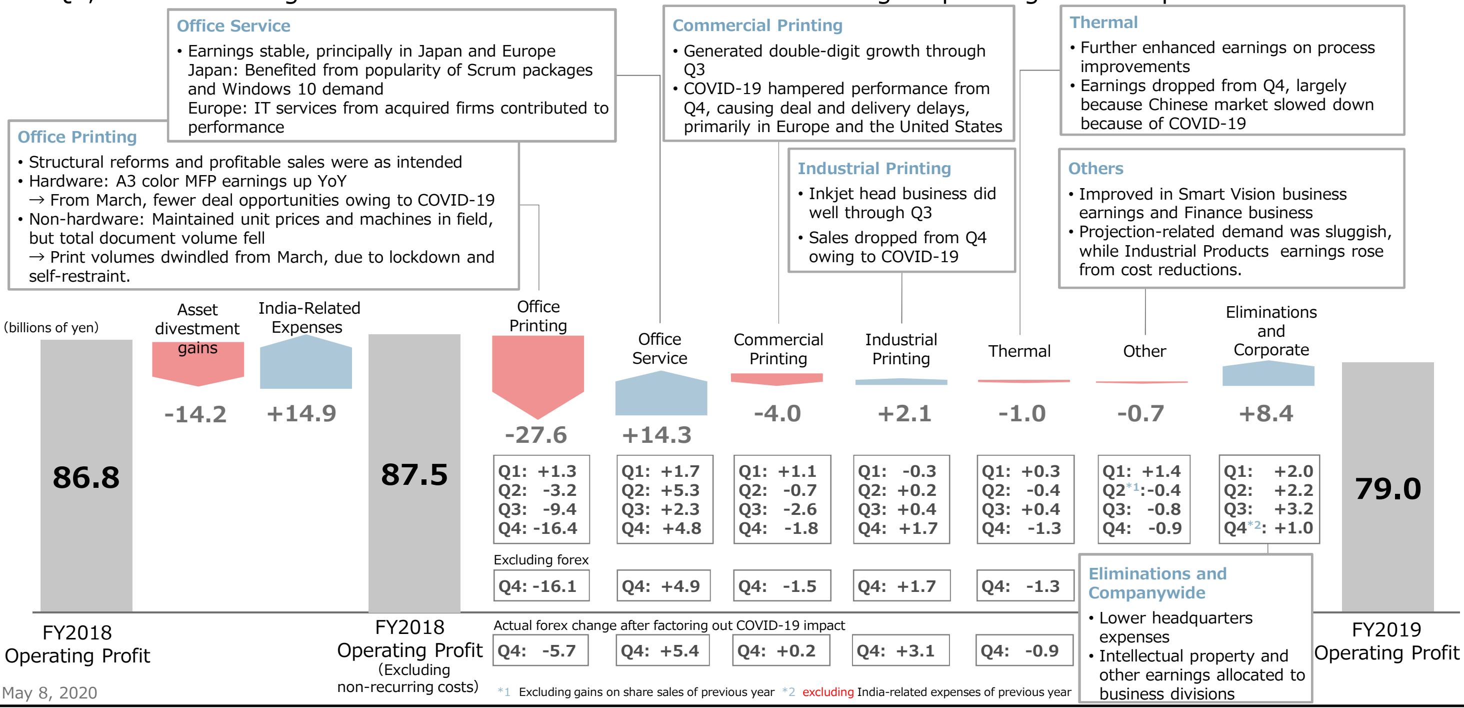
*2 YoY change after excluding forex factor, impacts of share transfers and removals from consolidation in previous fiscal year, India-related expenses of previous year and taxes associated with the transfer of shares in Ricoh Leasing

- I will begin by discussing key indicators.
- Both revenues and earnings were down for the year. That said, they effectively rose after factoring out forex and removals from consolidation and after absorbing the impact of the COVID-19 pandemic.
- Sales declined 0.2%, to 2,008.5 billion yen, although after stripping out extraordinary factors it would have risen 2.5%.
- Operating profit dropped 9.0%, to 79.0 billion yen, although after stripping out extraordinary factors it would have risen 1.9%. Even so, it is regrettable for not reaching the targeted 100 billion yen. The negative impact of the COVID-19 pandemic was around 15.6 billion yen.
- Profit attributable to owners of the parent was 39.5 billion yen. Tax expenses on the 36.0 billion yen gain we made on the transfer of Ricoh Leasing shares that we announced on March 9 were 10.2 billion yen. After excluding those tax expenses, profit attributable to owners of the parent would have been 49.7 billion yen, slightly higher than a year earlier. After stripping out the forex and consolidation removal impacts, we would have generated a 6.5% earnings gain.
- The return on equity was 4.3%, although it would have been 5.3% after excluding the impact of the Ricoh Leasing share transfer, or basically the same as in the previous term.

Segment Operating Profit Changes

RICOH imagine. change.

After factoring out forex, earnings in all business segments rose through Q3;
in Q4, Office Service gains were insufficient to cover an Office Printing drop owing to the impact of COVID-19



May 8, 2020

• I will now overview segment operating profit changes.

• Through the third quarter, earnings in all business segments rose after factoring out forex. In the fourth quarter, Office Service gains were insufficient to cover an Office Printing drop owing to the impact of COVID-19.

• In Office Printing, our structural reforms and profit-centric sales were on target. On the hardware front, A3 color MFP sales rose from a year earlier. From March, however, there were far fewer deal opportunities owing to COVID-19.
In non-hardware, while we maintained unit prices, total document volume was down in the first half of the year. Total document volume fell from March 2020 owing to the start of lockdowns and social distancing in developed economies. In March, non-hardware earnings were off around 20% from a year earlier.
The negative earnings impact due to COVID-19 was 10.4 billion yen for Office Printing.

• In contrast, we continued to do well in the Office Service segment, and performed particularly stably in Japan and Europe. In Japan, we benefited from the popularity of Scrum packages and sales of PCs owing to Windows 10 migration demand. In Europe, IT services firms acquired during fiscal 2019 contributed to performance.

• In Commercial Printing, we generated double-digit hardware sales growth through the third quarter on contributions from new products. The fourth quarter, and March in particular, is normally a prime period for negotiating deals, but COVID-19 hampered these processes and caused delays in machine deliveries and quality inspections. Revenues and earnings in this segment thus declined for the year.

• In Industrial Printing, the inkjet head business did well through the third quarter, and we put in place a structure to boost production through year-end. The fourth quarter saw a lockdown in the Chinese market, which accounts for around half of inkjet head sales, with delivery stopped detracting greatly from performance. Earnings for the year were up.

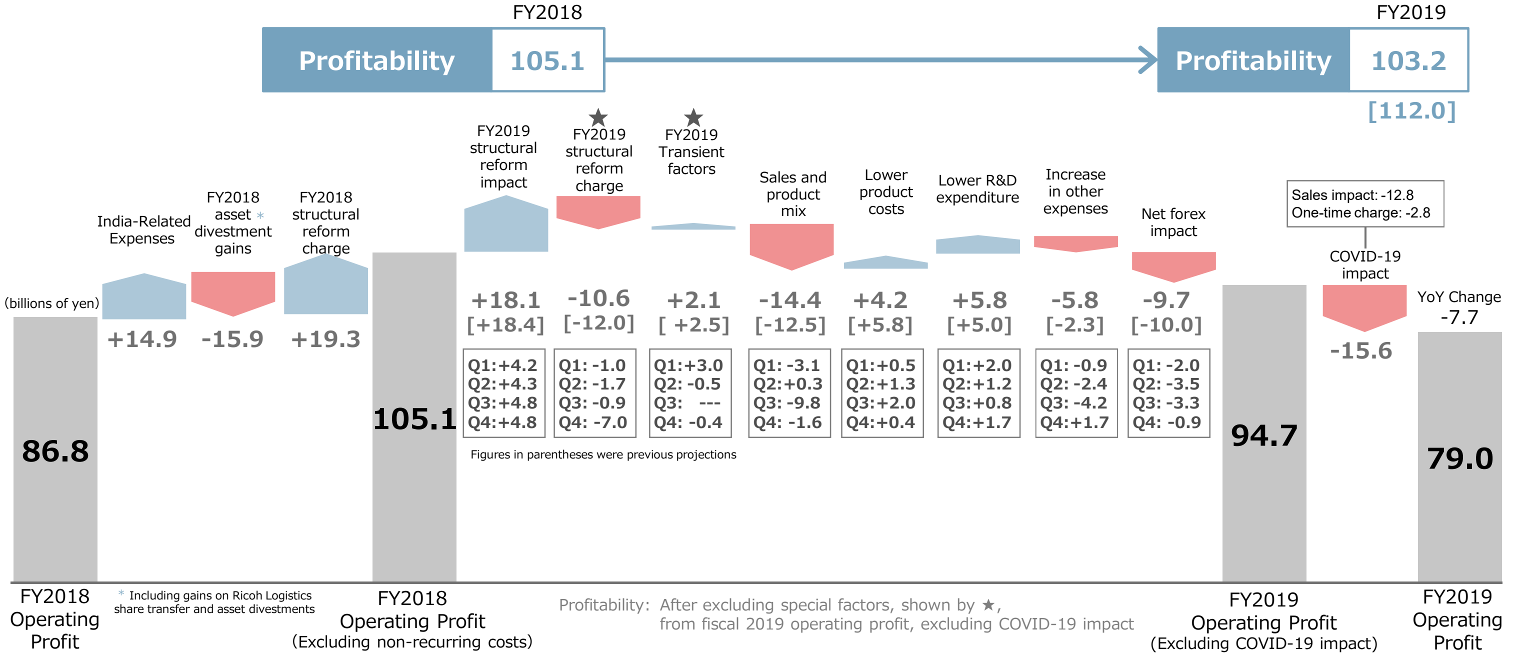
• In the Thermal segment, we increased prices to offset a hike in raw materials prices at the start of the year. While competition remained intense, we enhanced profitability by cutting costs. Although the business climate did not affect the logistics field, there was an impact in entertainment applications. Thermal segment earnings thus dropped.

• Around half of the 8.4 billion yen eliminations and corporate improvement came from reduced headquarters spending.

Operating Profit Comparisons

RICOH imagine. change.

Operating profit after factoring out COVID-19 impact was ¥94.7 billion
and was below ¥100 billion target because we were unable to absorb forex and tariff impacts ¥12.2 billion

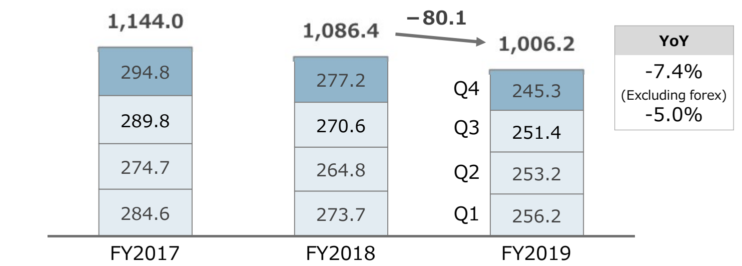


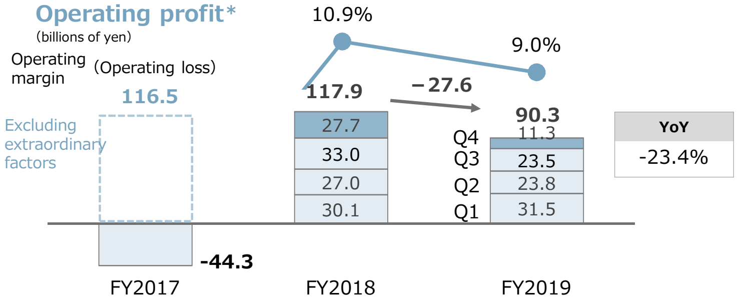
- I will now cover operating profit comparisons.
- Operating profit after factoring out the COVID-19 impact was 94.7 billion yen. Earnings were below our ¥100 billion target because we were unable to absorb 12.2 billion yen in forex impacts and American tariffs on China. We initially projected a forex impact of 6.5 billion yen but did not expect tariffs to be a factor. This situation cut 5.7 billion more than envisaged from earnings, so our performance was disappointing.
- The structural reform impact and charge were as projected.
- We targeted no change in the sales and product mix for the fourth quarter, but there was a 1.6 billion yen drop. This was because while sales expansion plans for that quarter bore some fruit, they were not sufficient. The most influential areas were the Industrial Printing and Thermal businesses.
- The lower product cost figure was around 1.6 billion yen less than previously forecast. The COVID-19 pandemic exerted an indirect impact. Also, we experienced lower sales of products for which we reduced costs, while expenses were higher as we used air transportation for Chinese-made products shipped globally.
- We planned to cut other expenses an additional 5 billion yen in the fourth quarter, and basically achieved that goal. At the same time, we incurred costs of around 2.4 billion yen in increasing the number of lines to accommodate more teleworking internally. The increase in other expenses of 6 billion yen was thus in line with our initial forecast.
- Finally, the COVID-19 impact on sales was 12.8 billion yen, with a one-time charge of 2.8 billion yen. The sales impact reflected the difference from sales trends through February this year and took into account fewer deal opportunities and delays in product deliveries and inspections in March.
- We reflected direct impacts in our calculation, and have not included indirect factors in explaining cost reductions. We accounted for transient expenses by including provisions and other items for rapid changes in the business climate.

Office Printing

RICOH imagine. change.

Notwithstanding profitability improvements from structural reforms and an intensified focus on profitable sales, revenues and earnings declined owing to U.S. and Chinese tariffs and COVID-19 impact





*Excluding corporate and eliminations

Overview

- Hardware:
  Color A3 MFP sales were up (3.5%*1 through Q3)
  → From March, deals and opportunities dwindled owing to COVID-19
  Non-hardware:
  Maintained machine in field levels based on highly profitable offerings owing to focus on profitable sales
  → Print volumes dwindled from March due to lockdown and self-restraint
  Hardware sales*2 : -2% non-hardware sales*2 *: -7%
- In H2, revenues and earnings dropped YoY owing to forex and tariffs and COVID-19 impact from Q4

Q4 overview

- Revenues and earnings declined in March owing to COVID-19 impact
  MFP unit sales*3 up 4% in January/February and down 18% in March
- Revenues dropped on non-hardware downturn, centered in Europe and United States
  Hardware sales*2 : -8% non-hardware sales*2 *: -10%

⇒ Expand A4 MFP lineup in drive to bolster responsiveness for major deals through bundled sales with A3 MFP

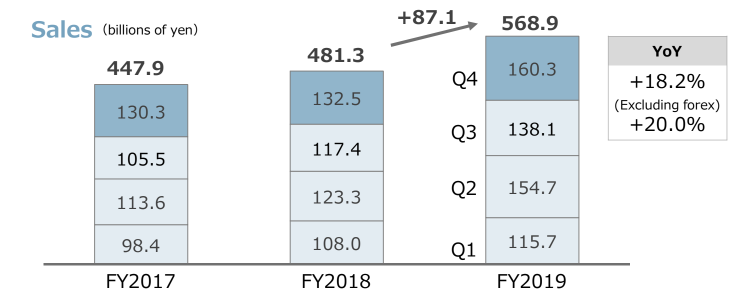
*1 YoY unit sales change for A3 color MFP
*2 YoY sales change after excluding forex impact
*3 YoY unit sales change for MFP

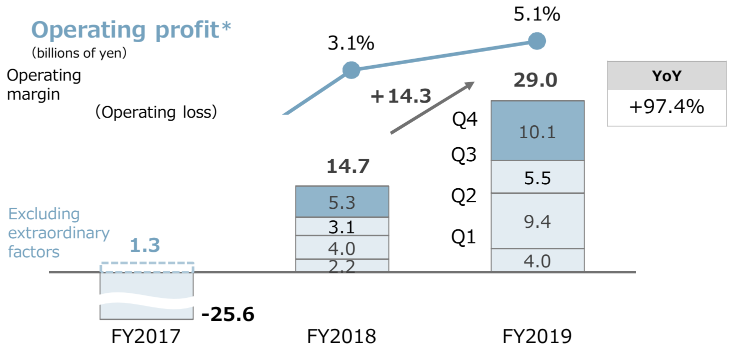
- I will now review our business segments, starting with Office Printing.
- We improved profitability by undertaking structural reforms and intensifying our focus on profitable sales. Nonetheless, both revenues and earnings declined on around 20 billion yen in extraordinary factors. They included a forex impact of 7 billion yen, 2.5 billion yen in American tariffs on China, and the affects of the COVID-19 pandemic impact of 10.4 billion yen.
- Hardware sales were down owing to the COVID-19 impact from March, which overshadowed roughly 3% growth year on year of color A3 MFP sales through the third quarter.
  In non-hardware, earnings dropped around 4.0 billion yen in the fourth quarter owing to a reduction in machines in field in line with a focus on profitable sales.
  Another downside factor was print volumes dwindled from March amid lockdowns and social distancing.
  As a result of these factors, hardware sales were down 2% from a year earlier, while non-hardware sales were down 7%.
- In the fourth quarter, MFP unit sales dropped 18% in March after rising 4% in January and February.
- Hardware sales for the quarter were down 8%. This was because while sales expansion efforts succeeded to an extent, they did not have staying power. Non-hardware sales were down in March, particularly in Europe and the United States.
- In fiscal 2020, we will expand our A4 MFP lineup to bolster responsiveness for major deals through bundled sales with A3 and A4 MFPs. We expect demand for workflow improvement proposals, and will strengthen our responsiveness in that regard and secure business deals.

Office Service

RICOH imagine. change.

Increased revenues and earnings on business expansion, primarily in Japan and Europe





＊Excluding corporate and eliminations

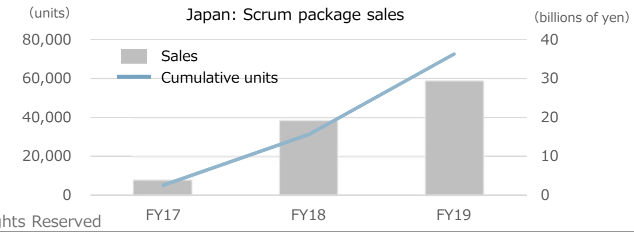
Overview

- Sales expansion of IT services and business-specific model in each region
  - Japan: Benefited from shift to Windows 10 and expanded demand for Scrum packages
  - Americas: Increased earnings on higher document services profitability
  - Europe: Improved performance by reinforcing IT services structure in key countries
- Doubled operating profit in line with business scale expansion
  (Operating margin was 5.1% for fiscal 2019 and 6.3% in Q4)

Q4 overview

- Revenues and earnings grew from IT services and business-specific model in each region, principally in Japan and Europe
  - Japan: Scrum package sales benefited from teleworking demand growth
  - Europe: IT services performed well on working from home demand

⇒ Strengthen response to working from home needs and online needs especially in medical consultation and class



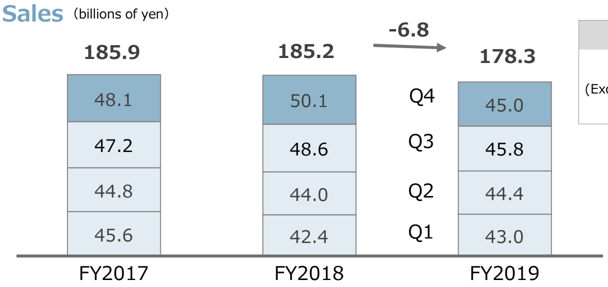
- I will now discuss our Office Service segment, which contributed greatly to our fiscal 2019 performance.
- Industry- and business-specific services and our IT services deployment were prime growth drivers, especially in Japan and Europe. Sales increased 18% for the year, while operating profit doubled.
- The operating margin was 5%, from 3% a year earlier, and reached more than 6% in the fourth quarter. We targeted an operating margin of 6% for the medium term.
- In Japan, we benefited from demand for Scrum packages and Windows 10 migration demand. We sold 40,000 Scrum packages in fiscal 2019, bringing total sales to 70,000 units. Sales of these packages totaled 30 billion yen in fiscal 2019, up around 60% from a year earlier.
- Our services offer tremendous business growth potential. March and April in 2020 saw teleworking demand surge, with sales of related products rocketing five- to six-fold. We aim to capitalize on opportunities afforded by IT subsidies and grants from various regional government bodies.
- In Europe, although the adoption of teleworking was already well evolved, there are still considerable needs, and five IT services firms that we acquired in five countries in fiscal 2019 are cultivating this market. The collective sales contributions of those firms in the year were 18 billion yen.
- We have steadily expanded our Office Service business, based on which we are pushing ahead to become a digital services enterprise.

Commercial Printing

RICOH imagine. change.

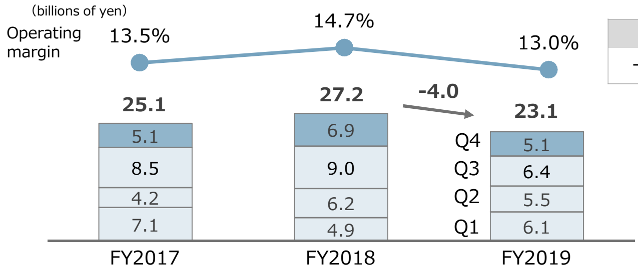
Hardware sales were solid throughout year, but Q4 revenues and earnings down owing to COVID-19 impact

Sales (billions of yen)



YoY
-3.7%
(Excluding forex) -0.8%

Operating profit＊ (billions of yen)



YoY
-15.0%

＊Excluding corporate and eliminations

Overview

- Steadily expanded new product sales throughout year（+10%＊1 through Q3）
- Sales of color continuous feed machines increased on stronger technical support （+92%＊2 through Q3、+29% for fiscal 2019）
- Sales of cutsheet and continuous feed models increased through February this year but plunged 30% in March owing to the COVID-19 pandemic

Q4 Overview

- Color continuous feed model non-hardware sales advanced in line with start of full-fledged VC70000 sales and increase in accumulated number of machines in field （+11%＊3）
- In March, COVID-19 affected deals, deliveries, and acceptance checks in Europe and United States

⇒Capture light production market through new RICOH Pro C5300 series

RICOH Pro C5300s/C5310s color production printer

＊1 YoY sales change for cutsheet and continuous feed models (excluding forex impact)
＊2 YoY unit sales change for color continuous feed machines
＊3 YoY sales change for color continuous feed machines non-hardware (excluding forex impact)

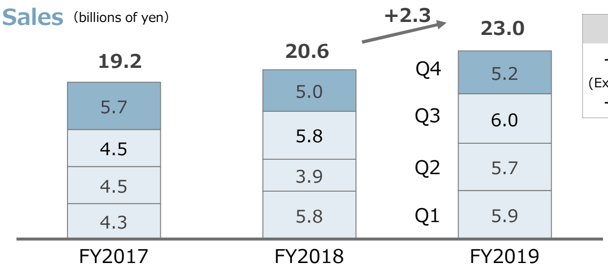
- I will now turn to Commercial Printing.
- Hardware sales were solid throughout fiscal 2019, but revenues and earnings were down in the fourth quarter, particularly in March 2020, owing to the impact of the COVID-19 pandemic. European and U.S. markets account for 80% of our Commercial Printing business, so lockdowns there greatly affected performance.
- Sales of color continuous feed machines increased significantly in the year under review on stronger global support from our technical teams at sites around the world.
- Total sales unit of these models through the third quarter surged 92% year on year. These sales unit for the full term were up 30% year on year, and non-hardware revenues rose on the strength of machine in field numbers, accounting for 14% of segment sales. We expect to contribute to earnings from fiscal 2020
- New models “The RICOH Pro C5300” was launched during the year. It should become available soon in Japan, contributing to sales expansion.

Industrial Printing

RICOH
imagine. change.

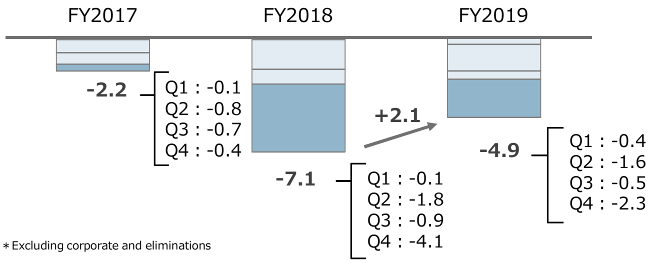
Generated double-digit revenues growth and earnings improvement
on favorable inkjet head and industrial printer demand

Sales (billions of yen)



YoY
+11.2%
(Excluding forex) +12.9%

Operating profit*
(billions of yen)



*Excluding corporate and eliminations

Overview

- Increased sales by 11% and improved earnings by ¥2.1 billion on favorable demand for inkjet heads and expanded industrial printer sales

Q4 overview

- In key Chinese market, inkjet head sales were down owing to COVID-19 (Our capacity to increase production was not utilized)
- Boosted revenues and earnings from expanded sales of industrial printers (doubled in sales units)

RICOH MH5320/5340
Industrial inkjet printheads

RICOH Pro TF6250
wide format UV flatbed inkjet printer

RICOH Pro L5130 and L5160
wide format color latex printers for sign and graphics markets

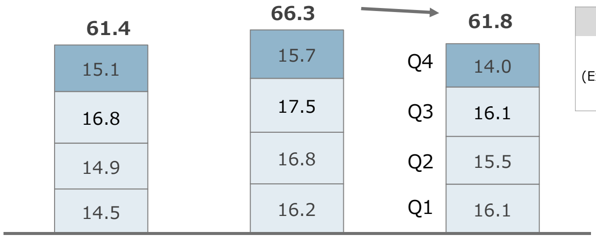
- In the Industrial Printing segment, we enjoyed favorable demand for inkjet heads and industrial printers.
- Sales rose 11% for the term. We reduced the operating loss by 2.1 billion yen.
- While we had a structure in place to increase inkjet head production, we were unable to take advantage of that setup because of COVID-19-driven lockdowns in the key Chinese market. We had hoped to break even in the fourth quarter but not achieved.
- During that quarter we boosted revenues and earnings from expanded sales of industrial printers, with units sales doubling. We will accordingly continue to reinforce our sales channels.

Thermal

RICOH imagine. change.

Revenues and earnings declined as a result of intensifying competition and COVID-19

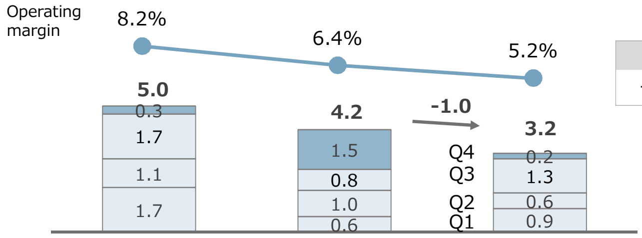
Sales (billions of yen)



YoY
-6.7%
(Excluding forex) -3.5%

Operating profit*

(billions of yen)



YoY
-24.0%

＊Excluding corporate and eliminations

Overview

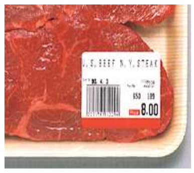
- Although sales declined through Q3 amid intensifying competition, earnings were up on lower costs (from lower raw materials costs and process improvements)

Q4 overview

- Demand for transportation and entertainment applications dwindled in key Chinese market as a result of COVID-19 impact

⇒ Cultivate new customers and applications through eco-friendly products (in food and logistics)


Shipping labels


Food labels

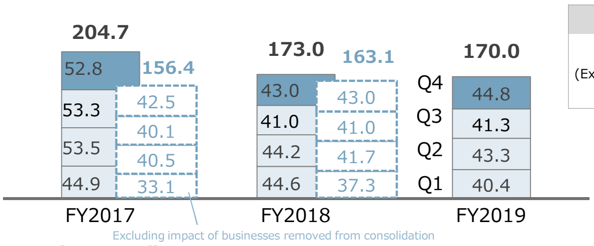

Process control labels

- Revenues and earnings were down in the Thermal segment owing to intensified competition and the impact of COVID-19. Earnings as of the third quarter were up year on year because of cost reductions I discussed earlier, but declined from the fourth quarter.
- The Chinese market accounts for around 30% of Thermal segment revenues. Demand dwindled for airline ticket and other transportation applications and for such entertainment applications event and lottery tickets as a result of a lockdown from COVID-19.
- Our eco-friendly products include release paper-free label seals, as well as products that are free of phenols. We will cultivate new customers and applications through such offerings.

Other

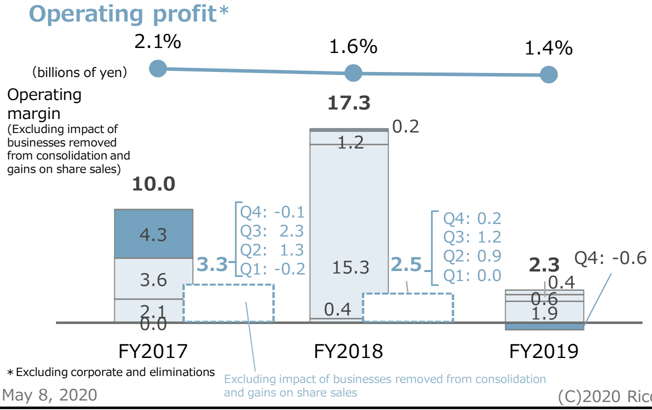
Sales effectively rose after stripping out impact of removals from consolidation, and while earnings in existing businesses improved profits were down owing largely to expenses for new businesses

Sales (billions of yen)



YoY
-1.7%
(Excluding forex) -1.5%

Operating profit*



*Excluding corporate and eliminations

Overview

- Revenues increased after stepping out impact of removing logistics business from consolidation
- Expanded domestic finance business and improved Smart Vision business earnings on favorable GR and THETA (sales units*1 1.2 times)

Q4 overview

- Smart Vision : While camera sales were down owing to COVID-19, earnings improved; demand remained solid for RICOH THETA ･GR
- Industrial Products : Projection-related demand was sluggish, while earnings rose from cost reductions, offsetting sales drop owing to COVID-19 impact
- Finance Business : Boosted revenues and earnings by expanding leasing and financial services
- Segment earnings dropped owing to higher new business expenses

RICOH THETA SC2

World's first laser scanning automotive head-up display

*1 YoY unit sales change for THETA series and GR series

- In the Other segment, sales effectively rose after stripping out the impact of removals from consolidation.
- In the domestic Finance business, revenues and earnings were up at Ricoh Leasing.
- In the Smart Vision business, demand was favorable for the RICOH THETA and GR cameras, with unit sales climbing around 20%. The profitability of this business accordingly improved.
- In Industrial Products, projection-related demand was sluggish, as we explained when presenting our results for the third quarter, but earnings rose year on year from cost reductions.
- Segment earnings dropped overall owing to higher expenses in healthcare and other new businesses.

Statement of Financial Position as of March 31, 2020

RICOH imagine. change.

Assets up from new lease accounting standards (+¥61.8 billion) and ¥52.3 billion increase in lease assets

Assets

(billions of yen)	As of Mar 31, 2020	Change from Mar 31, 2019	Change before assets held for sale transfer*	
Current Assets	2,106.1	+716.3	+5.3	
Cash & time deposits	262.8	+22.7	+23.5	Increase with trade receivables decline
Trade and other receivables	392.7	-212.0	-22.0	Decrease in March trade receivables owing to COVID-19
Other financial assets	87.2	-207.1	+2.7	
Inventories	201.2	-6.5	-6.4	
Other current assets	36.4	-3.6	+10.1	
Assets classified as held for sale	1,125.5	+1,122.9	-2.5	
Non-current assets	761.4	-573.8	+137.1	
Property, plant and equipment	201.5	-48.7	+12.1	Ricoh Leasing Property increase
Right-of-use assets	59.4	+59.4	+61.8	Increase from application of new lease accounting standard (IFRS16)
Goodwill and intangible assets	231.8	+12.0	+14.1	Including from DocuWare acquisition
Other financial assets	139.1	-569.1	+49.5	Lease receivables increased from finance business expansion
Other non-current assets	129.4	-27.5	-0.5	
Total Assets	2,867.6	+142.5	+142.5	

*Transfer of related assets and liabilities to assets and liabilities held for sale in line with decision to transfer some shares in Ricoh Leasing
Red number : change mainly from transfer of assets held for sale

Exchange rate as of Mar 31, 2019: (change from Mar 31, 2019, rate) US$ 1 = ¥ 108.83 (-2.16) EURO 1 = ¥ 119.55 (-5.01)

Liabilities and Equity

(billions of yen)	As of Mar 31, 2020	Change from Mar 31, 2019	Change before assets held for sale transfer*	
Current Liabilities	1,548.8	+704.6	+30.5	
Bonds and borrowings	51.4	-215.4	+2.1	
Trade and other payables	246.0	-60.1	-18.5	Decrease in March trade receivables owing to COVID-19
Lease liabilities	27.2	+27.2	+27.7	Increase from application of new lease accounting standard (IFRS16)
Other current liabilities	255.0	-16.0	+19.2	
Liabilities directly related to assets held for sale	969.0	+969.0	0.0	
Non-current Liabilities	310.2	-551.7	+122.4	
Bonds and borrowings	128.1	-538.2	+122.9	Interest-bearing debt increased from finance business expansion
Lease liabilities	38.7	+38.7	+40.6	Increase from application of new lease accounting standard (IFRS16)
Accrued pension & retirement benefits	99.7	-5.4	-4.5	
Other non-current liabilities	43.5	-46.6	-36.7	
Total Liabilities	1,859.1	+152.9	+152.9	
Total equity attributable to owners of the parent	920.3	-12.2	-12.2	Down from higher retained earnings and foreign currency translation differences of overseas subsidiaries
Noncontrolling Interest	88.1	+1.7	+1.7	
Total Equity	1,008.5	-10.4	-10.4	
Total Liabilities and Equity	2,867.6	+142.5	+142.5	
Total Debt	179.6	-753.7	+125.1	

- I will now turn to the balance sheets. There were broadly two change drivers. These were the application of a new lease accounting standard, noted in blue on this slide, and the transfer of shares in Ricoh Leasing, shown in red.
- Total assets at year-end were 2,867.6 billion yen, up 142.5 billion yen from the close of the previous term. The application of the new lease accounting standard added 61.8 billion yen to assets, while lease assets rose 52.3 billion yen.
- Inventories amassed for the year-end demand peak declined, to 1.9 months.
- Interest-bearing debt dropped 179.6 billion yen. This was because in line with the Ricoh Leasing share transfer we shifted related assets and liabilities to assets and liabilities held for sale.

FY2019 Statement of Cash Flows

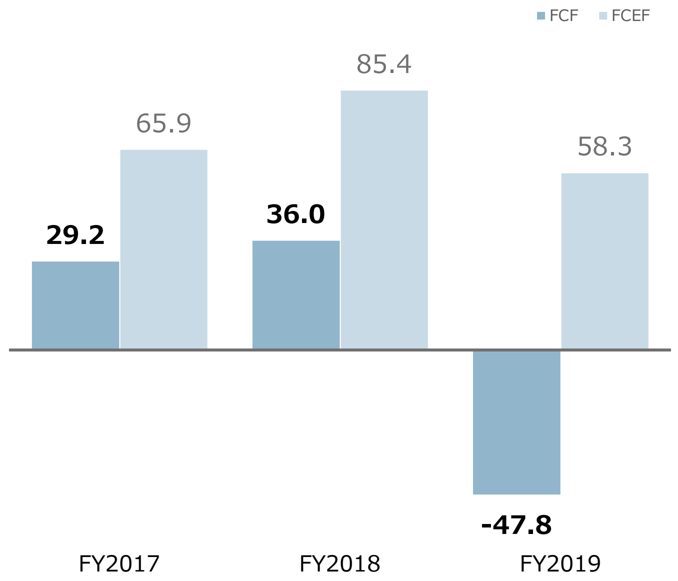
RICOH imagine. change.

Free cash flow effectively improved in light of such factors as share transfers in last fiscal year (about ¥70B)

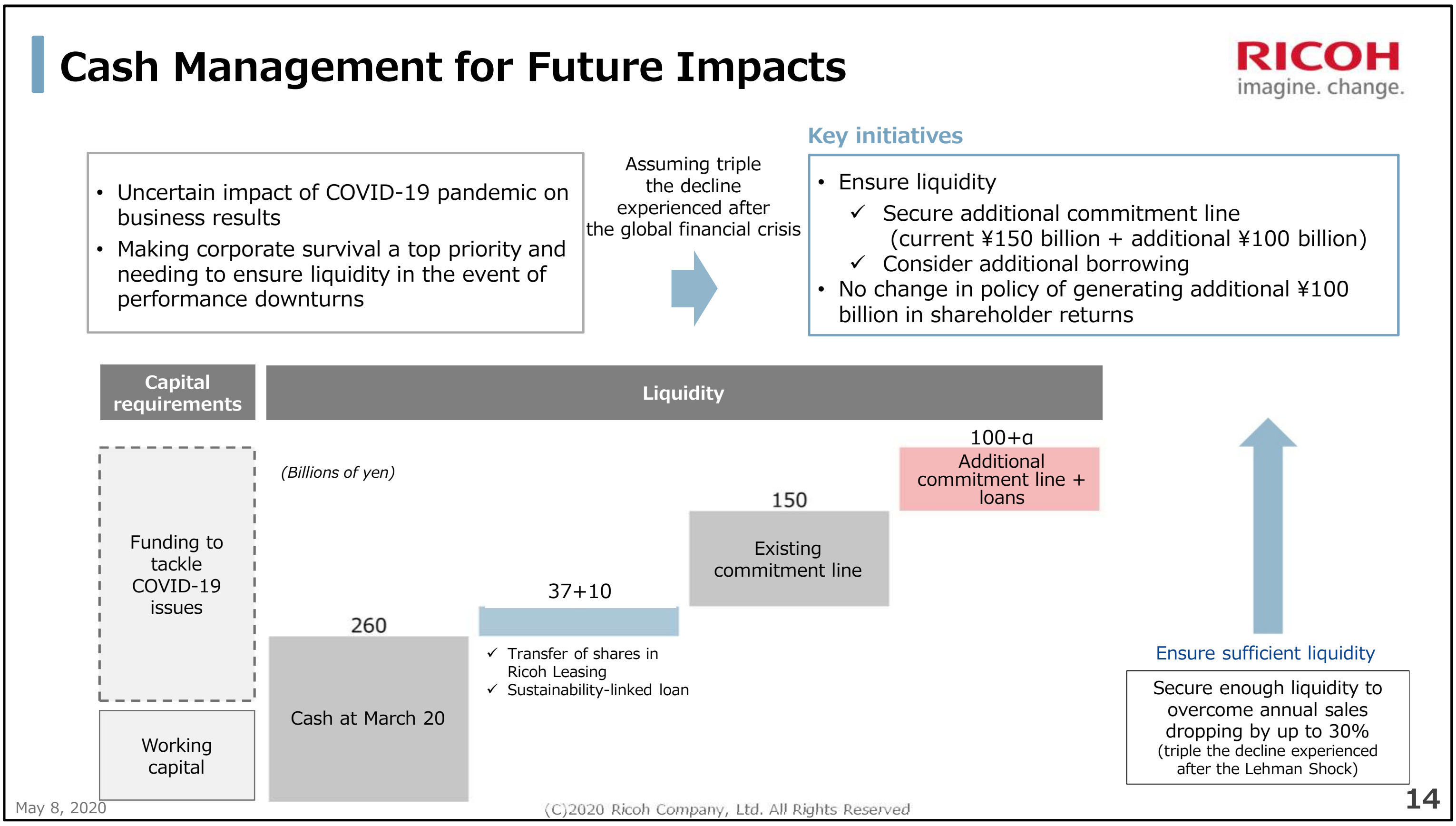
(Billions of yen)	FY2018	**FY2019**
Profit	55.3	**44.4**
Depreciation and amortization	94.2	**120.6**
Other operating activities	-67.7	**-48.4**
Net cash provided by operating activities	81.9	**116.7**
Plant and equipment	-62.7	**-77.9**
Purchase of business	-5.1	**-16.4**
Other investing activities	21.9	**-70.1**
Net cash used in investing activities	-45.9	**-164.5**
Increase (Decrease) of debt	54.0	**127.9**
Dividend paid	-12.6	**-18.8**
Other financing activities	1.0	**-33.3**
Net cash provided by financing activities	42.4	**75.7**
Effect of exchange rate changes	1.0	**-4.2**
Net increase in cash and cash equivalents	79.5	**23.5**
Cash and cash equivalents at end of period	240.0	**262.8**
Free cash flow (Operating + Investing net cash)	36.0	**-47.8**
FCEF (Free Cash flow Excluding Finance business)	85.4	**58.3**

Data

(Billions of yen)



- I will now look at cash flows.
- Last fiscal year, we booked around 70 billion yen in transient cash inflows by divesting stakes in Coca-Cola Japan Holdings and logistics operations. Not withstanding a cash inflow decrease last fiscal year, free cash flow excluding the finance business effectively rose, at 58.3 billion yen.



- I will now discuss cash management for future impacts on results.
- It is unclear exactly how the COVID-19 pandemic will affect our performance. We are making business continuity a top priority. We assume that the sales decline will be triple that experienced after the Lehman Shock. We accordingly endeavor to ensure liquidity.
- As explained before, we have around 260 billion yen in cash. At the end of April 2020, we generated 37 billion yen in cash inflows from transferring shares in Ricoh Leasing. We also borrowed 10 billion yen under a sustainability linked loan.
  Our cash holding thus exceeds 300 billion yen.
- We look to augment our existing 150 billion yen commitment line with another 100 billion yen and further financing through borrowing.
- If we can thus operate with around 600 billion yen in funds on hand, we should have enough liquidity to weather deteriorating results.
- We have made no change in a policy we announced recently of generating an additional 100 billion yen in shareholder returns. We will act as swiftly as possible, keeping tabs on the near-term financial market climate, economic conditions, and the cash situation.
- That said, given an uncertain outlook at this juncture, we hope that you will understand that our first effort will be to secure liquidity.

FY2019 Dividends per Share

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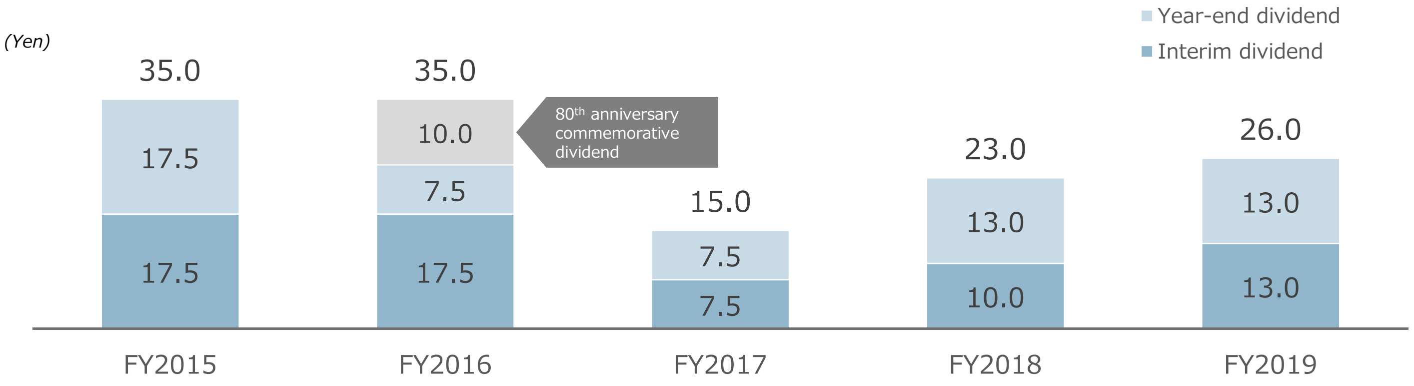
Despite a performance shortfall owing to COVID-19,
we will maintain dividends at the level forecast at the start of the year (fiscal 2019 payout ratio of 47.6%)



- As projected at the start of fiscal 2019, we look to pay year-end dividends of 13 yen per share, or 26 yen for the term. Our payout ratio will be more than 47%.

Summary of FY2019 Results

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Results	• Sales increased 2.5% from a year earlier after factoring out the forex and the impacts of removals from consolidation • Operating profit was ¥79.0 billion; we did not reach our target of ¥100 billion, as we were unable to offset the impacts of ¥15.6 billion relating to COVID-19 and ¥12.2 billion from tariffs
Segments	• Office Printing Although we expanded sales of new products and enhanced earnings through structural reforms, non-hardware demand and earnings decline owing to a focus on profitable sales and as a result of the COVID-19 impact • Office Services Operating profit was doubled The expansion in Office Services revenue accelerated, offsetting a decline in Office Printing earnings We progressed well toward becoming a digital services company • Commercial Printing and Industrial Printing Sales were off owing to COVID-19, overshadowing some gains from new products • Thermal Demand declined owing to intensified competition and COVID-19, offsetting the impact of cost reductions and driving revenues and earnings down
Shareholder Returns	• Dividends as initially projected • No change in stance on generating ¥100 billion in shareholder returns; will swiftly determine approach in view of COVID-19 trends and funding projections

- Finally, I would like to summarize our fiscal 2019 results.
- Although non-hardware operating profit in the Office Printing segment declined, earnings surged in Office Services.
- The Office Printing downturn and Office Services gains were greater than envisaged, and I believe that we progressed well toward becoming a digital services company.
- The COVID-19 pandemic has made digital technology even more important worldwide.
- Swiftly becoming a digital services company will create new business opportunities for us, and we need to act now in that regard.
- Thank you for your time today.

Supplementary Information

Office Printing-Related Indicators

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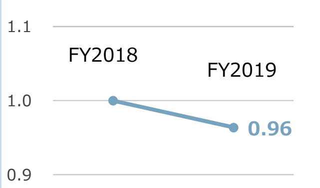
Price management situation

Prices of directly sold MFPs
(FY2018 =1)

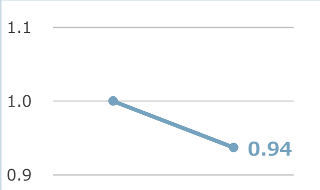
Implementation progress

Japan



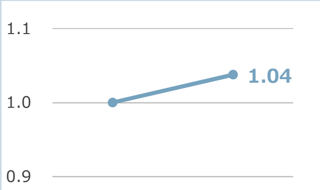
- ✓ Average prices decreased slightly, reflecting the impact of changes in the model mix and sales measures (Ricoh maintained its profit-centric policy and flexibility in some deals)

France, United Kingdom, and Germany



- ✓ In line with profit-oriented sales strategy, kept expanding sales to small and medium-sized business and other highly profitable customer segments
- ✓ Average prices down, reflecting impact of major account deal negotiations (Ricoh emphasized profitability)

United States



- ✓ In keeping with its profit-oriented sales strategy, Ricoh expanded sales to small and medium-sized business and other highly profitable customer segments

Hardware and non-hardware situation

◆ Unit sales growth rates for MFPs and printers

FY2019 YoY unit sales change		(9M*)	A3	A4
Japan	+2%	+5%	+1%	+17%
Overseas	-4%	-3%	-5%	-1%
MFP total	-3%	-2%	-4%	-1%
LP total	-20%	-22%		

* FY2019 Apr-Dec

FY2019 Q4 YoY unit sales change		A3	A4
Japan	-3%	-4%	+14%
Overseas	-7%	-13%	+5%
MFP total	-6%	-11%	+6%
LP total	-13%		

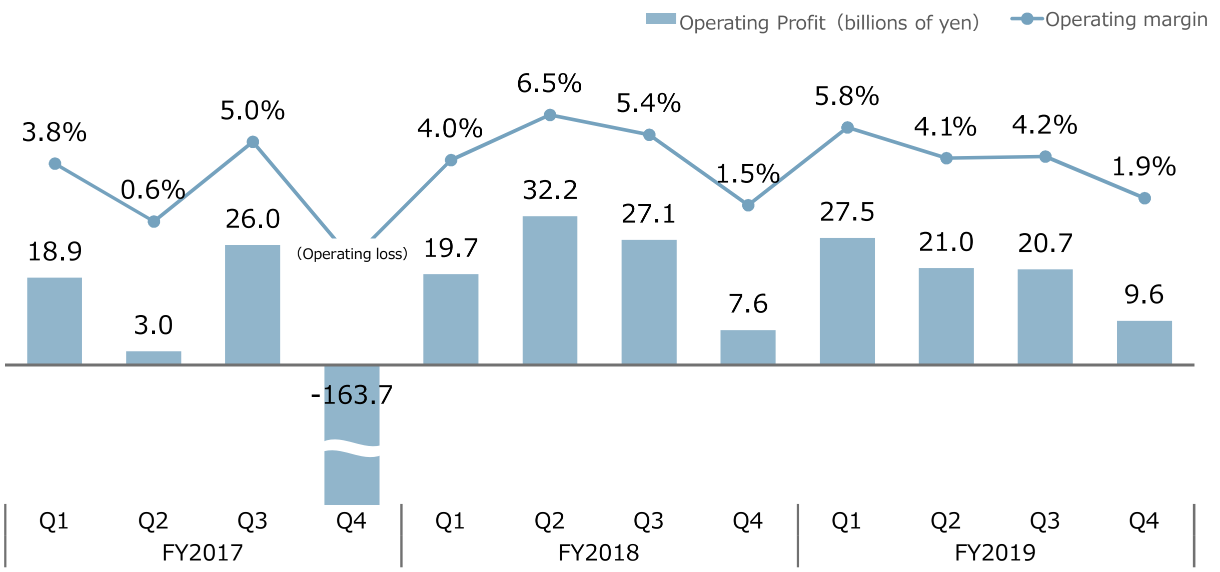
◆ Sales growth rates for MFP and printer hardware and non-hardware
(excluding forex impact)

* FY2019 Apr-Dec

FY2019 YoY sales change	Hardware			Non-hardware		
	year	9M*	Q4	year	9M*	Q4
Japan	-1%	+2%	-8%	-4%	-3%	-4%
Overseas	-1%	+2%	-7%	-8%	-6%	-13%
MFP total	-1%	+2%	-7%	-6%	-5%	-10%
LP total	-14%	-15%	-13%	-8%	-7%	-10%
MFP + Printer total	-2%	0%	-8%	-7%	-6%	-10%

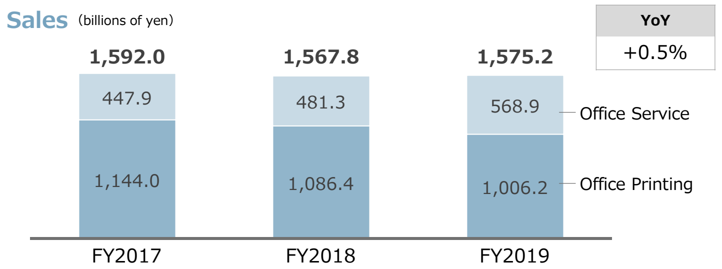
Note: See Consolidated Financial Figures for information on hardware and non-hardware sales growth and growth rates.

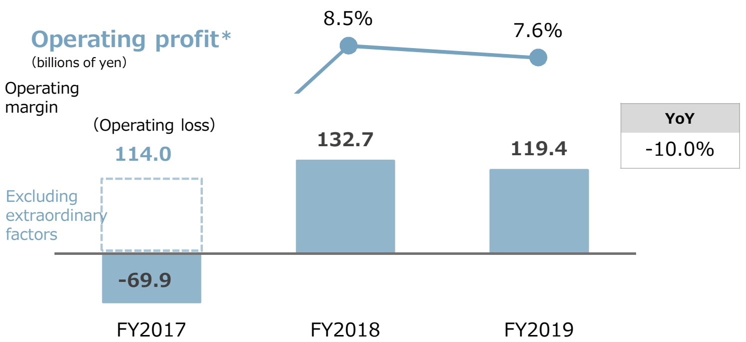
Quarterly Operating Profit



FY2019 Results
Office Business Total

Boosted revenues and earnings for the entire office business





*Excluding corporate and eliminations

Overview

- Although Office Printing business sales declined, overall office business sales were up

Financial Statements Excluding Finance Business (Estimate)

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FY2019

(Billions of yen)

1. Statements of Profit or Loss

	Consolidated	Products and services	Finance
Sales	2,008.5	1,927.3	169.6
Operating profit	79.0	45.6	33.4

2. Statements of Financial Position

		Consolidated	Products and services	Finance
Assets		2,867.6	1,531.7	1,378.4
	Financial assets*	1,052.6	—	1,052.6
Liabilities		1,859.1	701.0	1,200.6
	Interest-bearing debt	1,058.5	-44.0	1,103.6
Total equity		1,008.5	830.7	177.7
Net interest-bearing debt		794.8	-307.9	1,102.8

3. Statements of Cash Flows

	Consolidated	Products and services	Finance
Free cash flow	−47.8	58.3	-106.2

Key Financial Ratios

	Consolidated	Products and services
Equity ratio	32.1%	54.0%
Debt-to-equity ratio	115.0%	-5.3%
Total assets turnover	0.72	1.25

This information is for reference only, and includes some estimates.

* Finance: Ricoh's global finance business

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