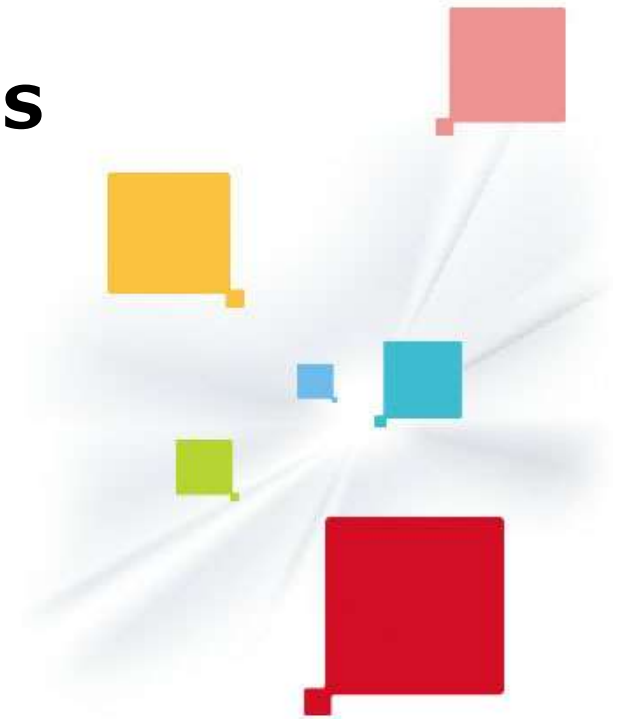


Consolidated Results for Nine Months Ended December 31, 2019

February 7, 2020
Ricoh Company, Ltd.



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

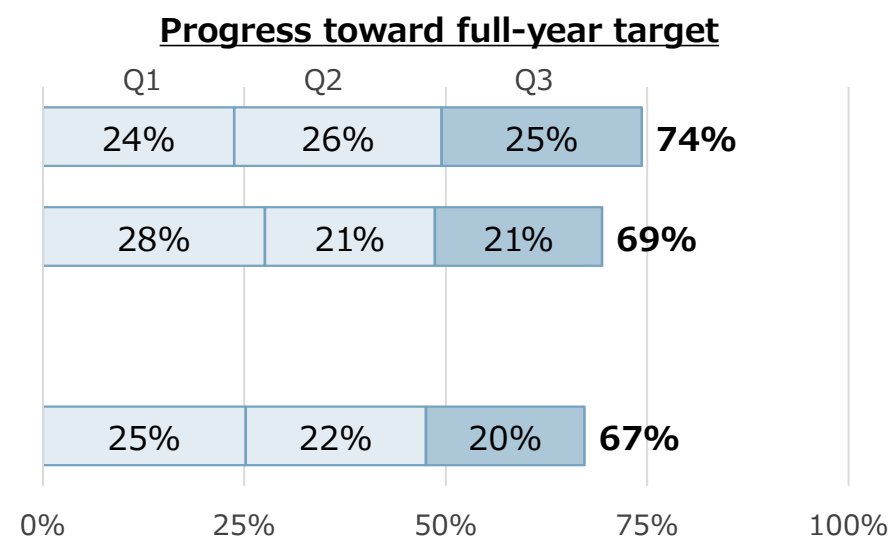
Ricoh reviewed the structure and contents of its results briefing materials in light of feedback at its April 2019 IR Day. Please refer to these and appended supplementary materials. Results briefing materials present progress with strategies and measures for the Company overall and each business segment.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

Overview of FY2019 Third-Quarter Results

Key Indicators

Sales rose on growth in the Office Services business, while earnings were up after factoring out forex and removals from consolidation

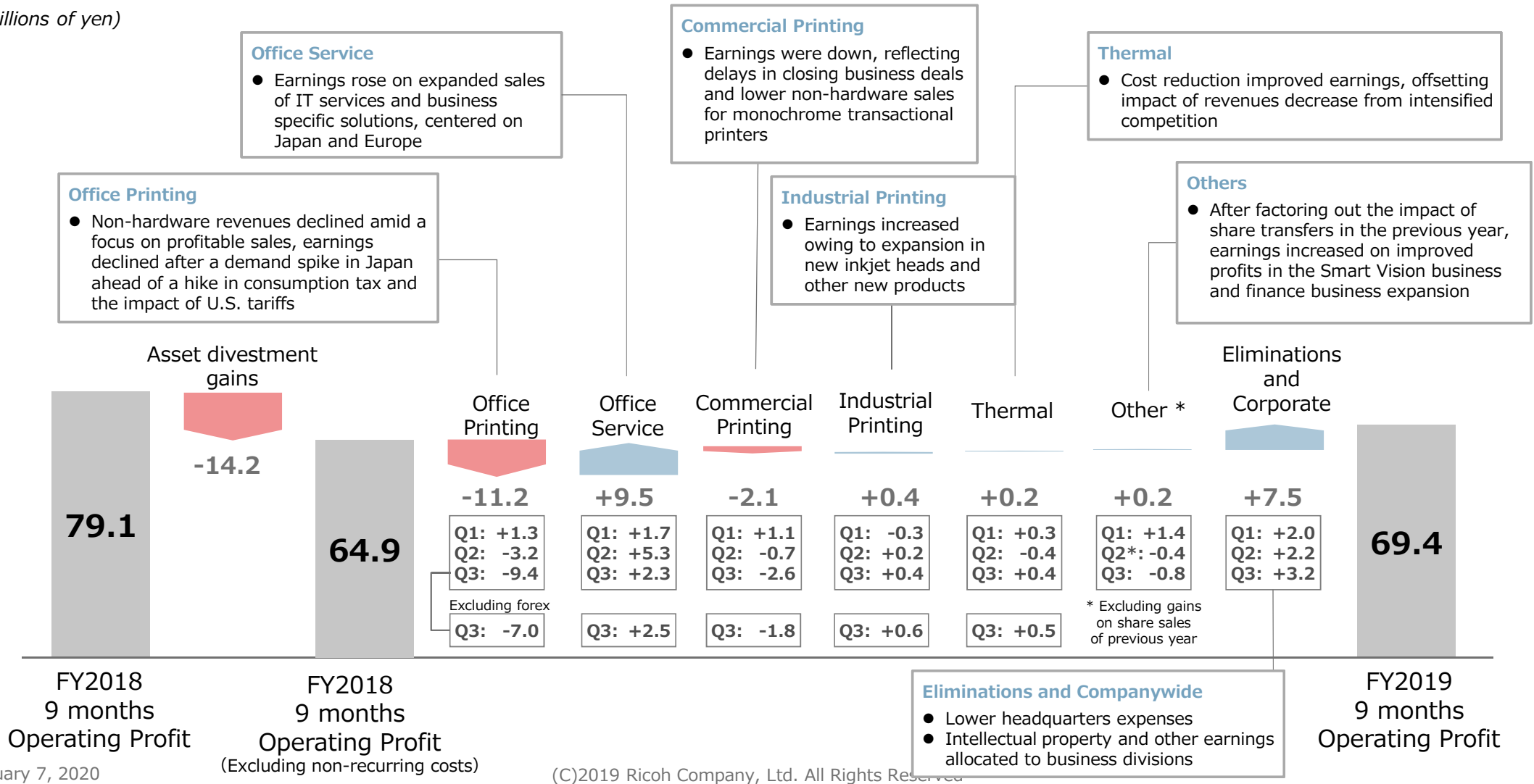
	FY2018 9 months	FY2019 9 months	Year-on- year change	Effective change*
Sales (billion yen)	1489.4	1493.8	+0.3%	+3.5%
Operating profit (billion yen)	79.1	69.4	-12.3%	+16.7%
Operating margin	5.3%	4.6%	-0.7pt	+0.7pt
Profit attributable to owners of the parent (billion yen)	50.6	41.4	-18.1%	+9.3%
Exchange rate	Yen/US\$ 111.19 Yen/euro 129.54	108.73 121.11	-2.46 -8.43	
R&D expenditures (billion yen)	80.3	75.6	- 4.7	
Capital expenditures (billion yen)	50.4	61.0	+10.5	
Depreciation (billion yen)	49.5	48.5	- 1.0	



* After excluding forex and non-consolidation impacts from business transfers

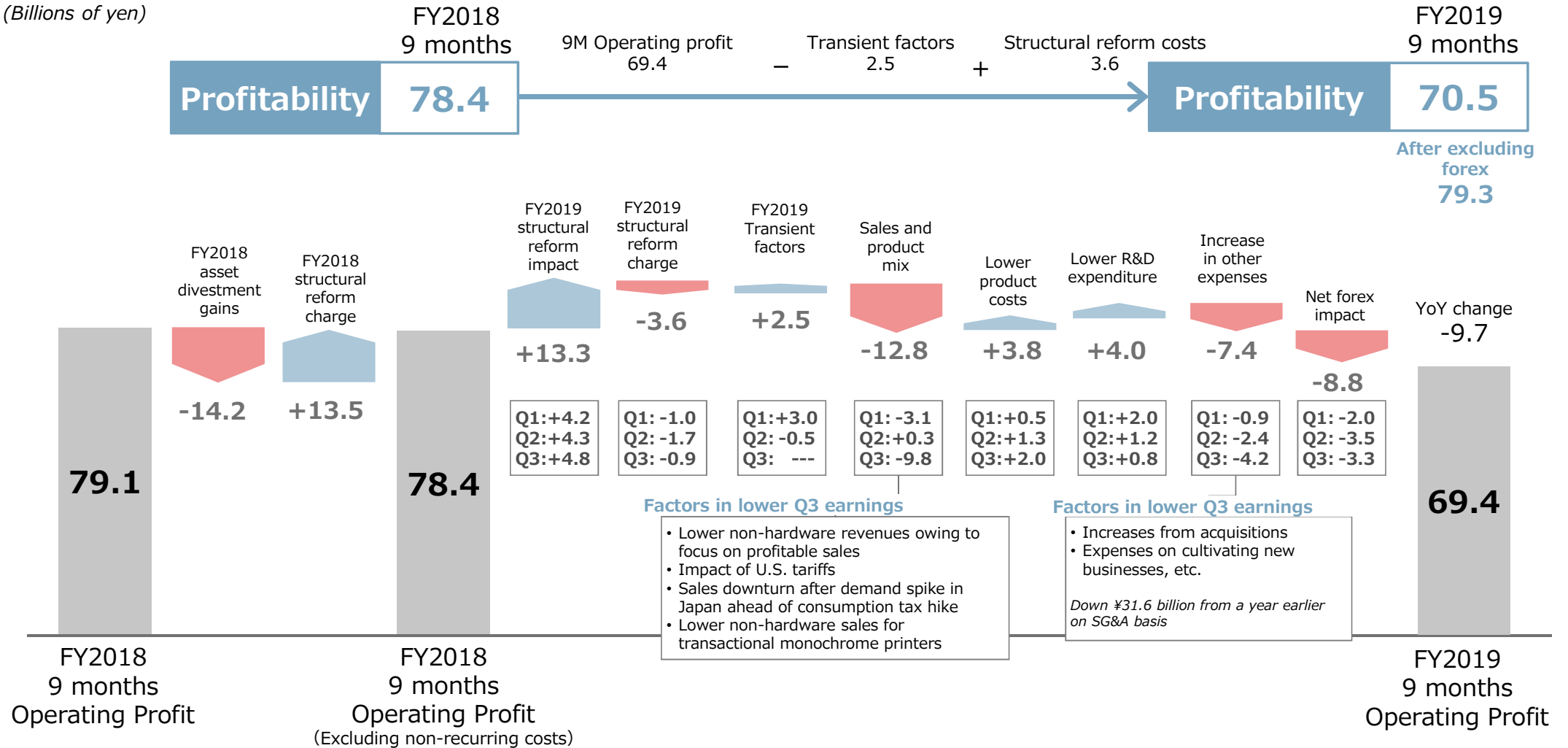
Segment Operating Profit Changes

(Billions of yen)



Operating Profit Comparisons

(Billions of yen)

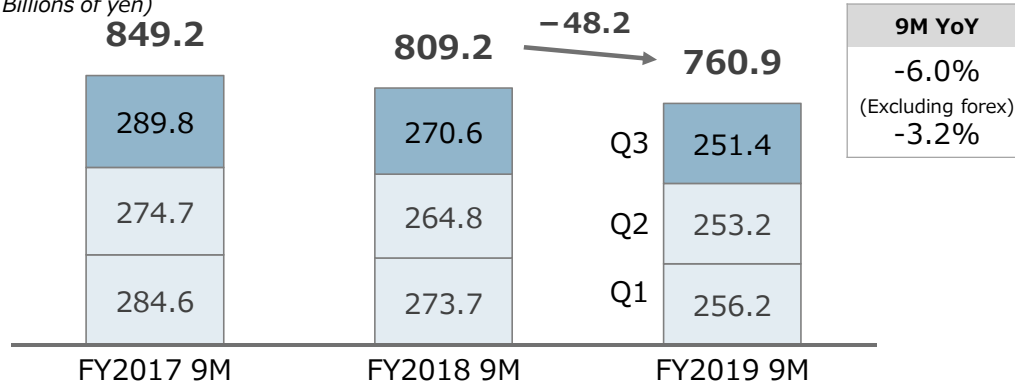


Office Printing

Revenues and earnings declined owing to focus on profitable business deals, impact of U.S. tariffs, and downturn after consumption tax hike in Japan

Sales

(Billions of yen)



Nine months overview

- Revenues and earnings down year on year
- Hardware sales : +2% * non-hardware sales : -5% *

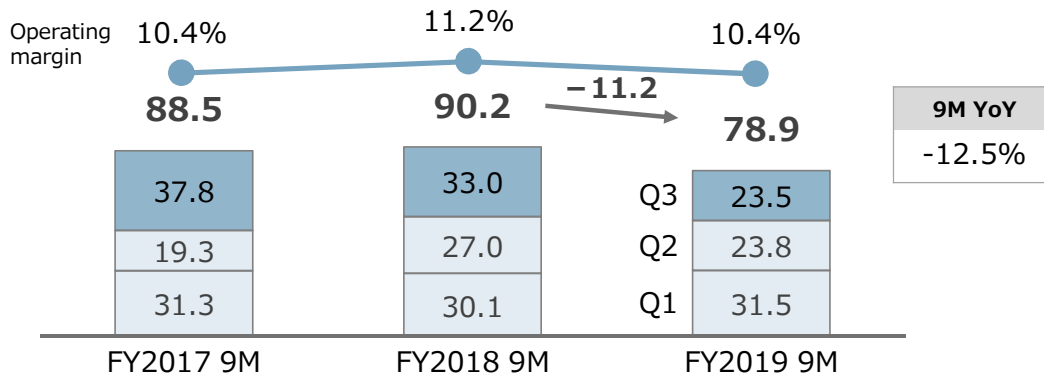
* YoY change after excluding forex

Q3 overview

- Revenues and earnings down year on year
- Earnings declined amid lower hardware revenues owing to focus on profitable sales, forex impact, a sales downturn in Japan following a demand spike ahead of a consumption tax hike and the impact of U.S. tariffs
- Unit sales of advanced color MFPs rose 6%
- Evaluations were completed of advanced A4 MFPs toward fiscal year-end deal negotiations

Operating profit*

(Billions of yen)



Advanced MFPs
IM C6000



Advanced A4MFP
IM C400

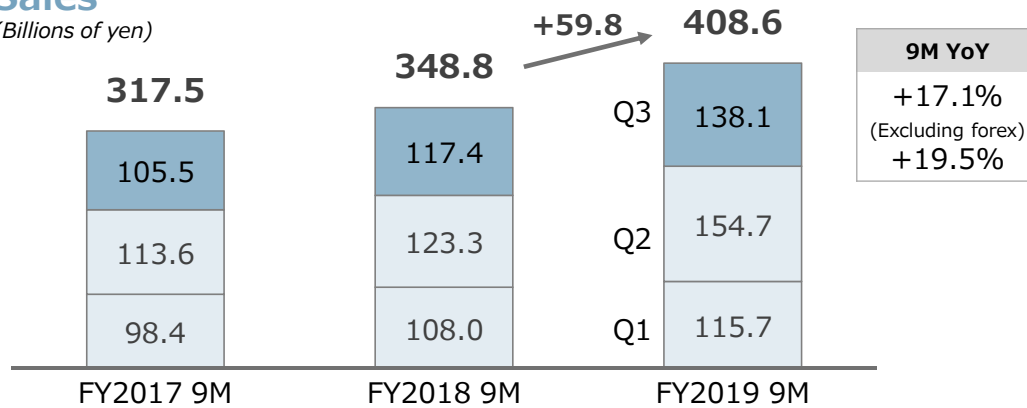
* Excluding corporate and eliminations

Office Service

Sales and earnings rose on expansion, principally in Japan and Europe

Sales

(Billions of yen)



Nine months overview

- Sales expansion of IT services and business-specific model in each region
Japan: Progress reflected demand associated with shifts to Windows10 and progress with work practice reforms
- Sales up 17% year on year, with earnings doubled
- Operating margin improved in line with expanded business scale

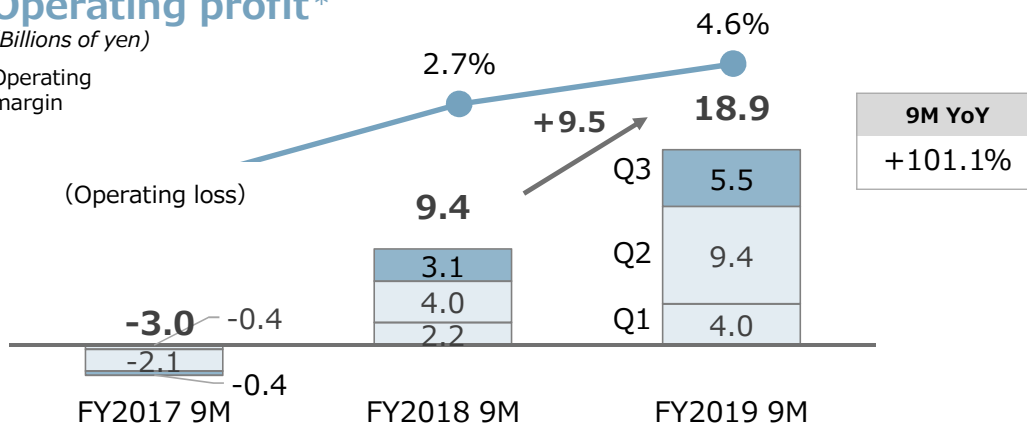
Q3 overview

- Revenues and earnings grew from expansions of IT services and business-specific model, principally in Japan and Europe
Japan: Scrum package sales doubled from a year earlier
Europe: IT services expanded on structural strengthening in key countries

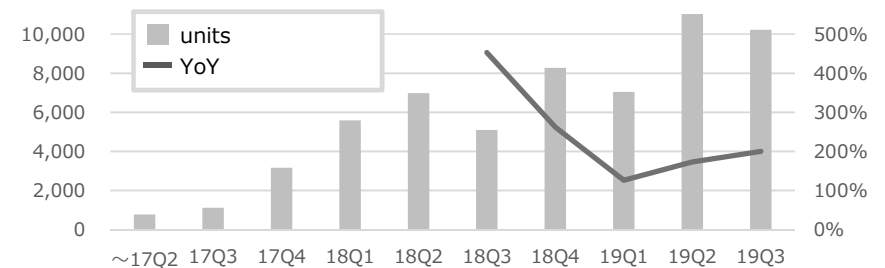
Operating profit*

(Billions of yen)

Operating margin



Japan: Quarterly Scrum package sales



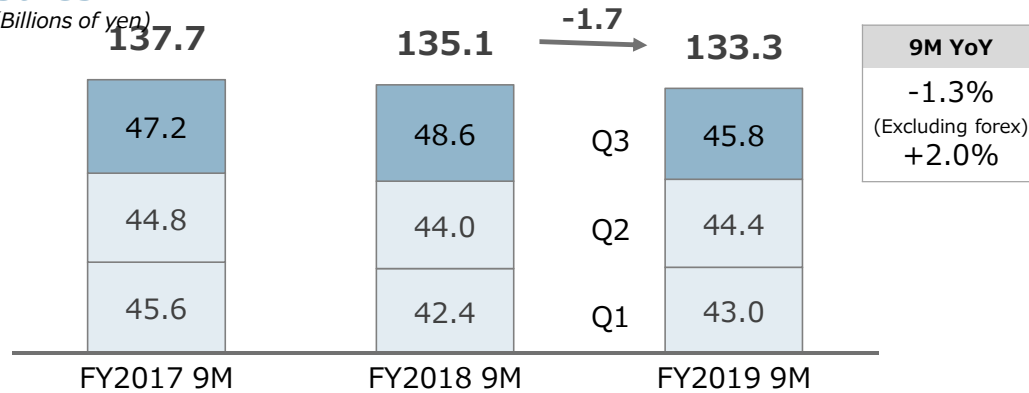
* Excluding corporate and eliminations

Commercial Printing

Earnings were down owing to lower sales of transactional non-hardware sales, offsetting hardware sales gains

Sales

(Billions of yen)



Nine months overview

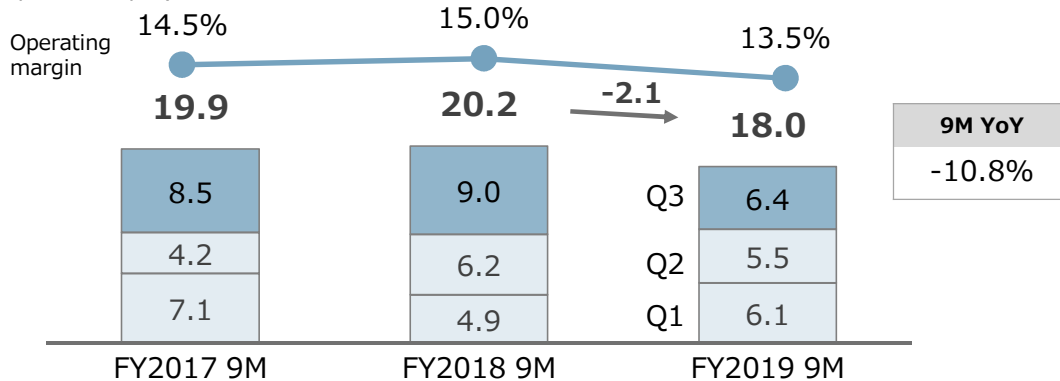
- Sales effectively rose 2% after excluding forex impacts, reflecting gains in the United States, Europe and in China, Latin America, and other emerging markets
- Unit sales of cutsheet models rose 5.5% year on year

Q3 overview

- Revenues and earnings were off, reflecting lower sales of monochrome transactional non-hardware, the forex impact, and delays in posting some deals
- Keep maintaining high sales of color continuous sheet and continuous feed machines from second half of previous year

Operating profit*

(Billions of yen)



RICOH Pro VC70000 high-speed continuous feed inkjet printing system



RICOH Pro C9210/C9200 color production printer

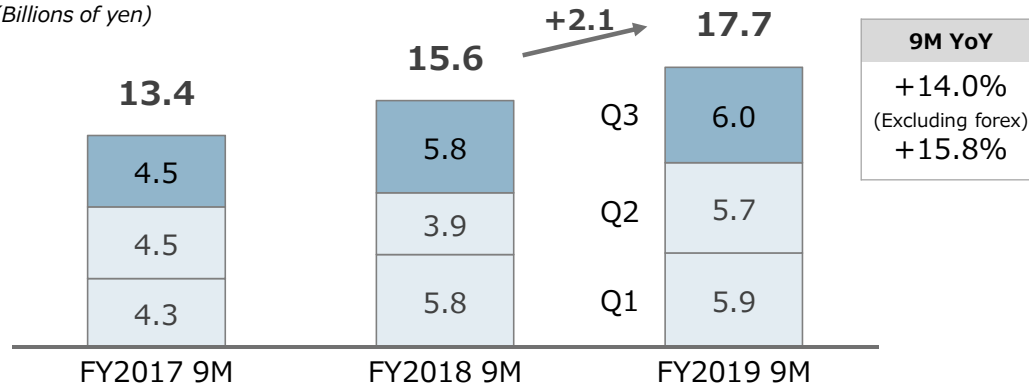
* Excluding corporate and eliminations

Industrial Printing

Sales rose on favorable demand for inkjet printheads and industrial printers

Sales

(Billions of yen)



Nine months overview

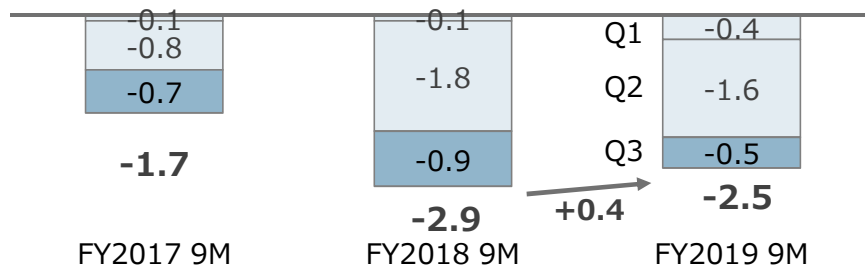
- Sales increased owing to favorable inkjet printhead demand and expanded sales of industrial printers
- Earnings trended upward on higher sales

Q3 overview

- Earnings improved owing to expanded industrial printer sales and lower costs
- Increased production of advanced inkjet heads

Operating profit*

(Billions of yen)



Industrial inkjet printheads
「RICOH MH5320/5340」



RICOH Pro TF6250 wide
format UV flatbed inkjet
printer



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

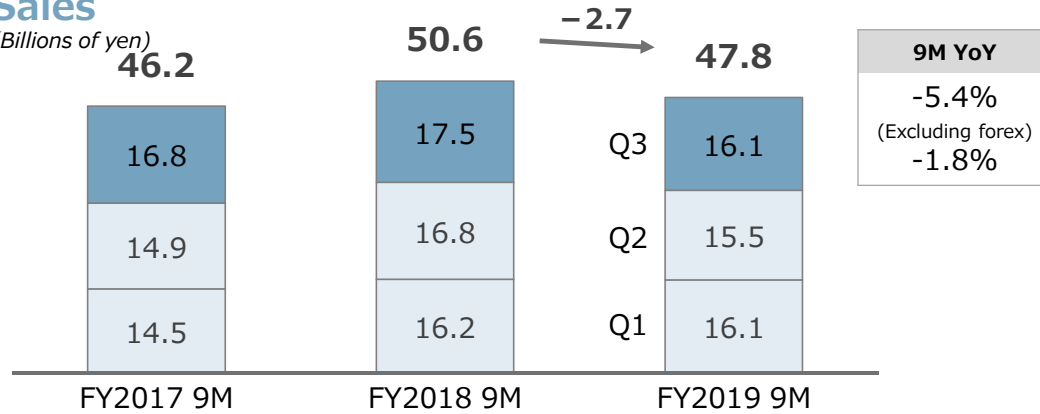
* Excluding corporate and eliminations

Thermal

Cost reduction improved earnings, offsetting impact of revenues decrease from intensified competition

Sales

(Billions of yen)



Nine months overview

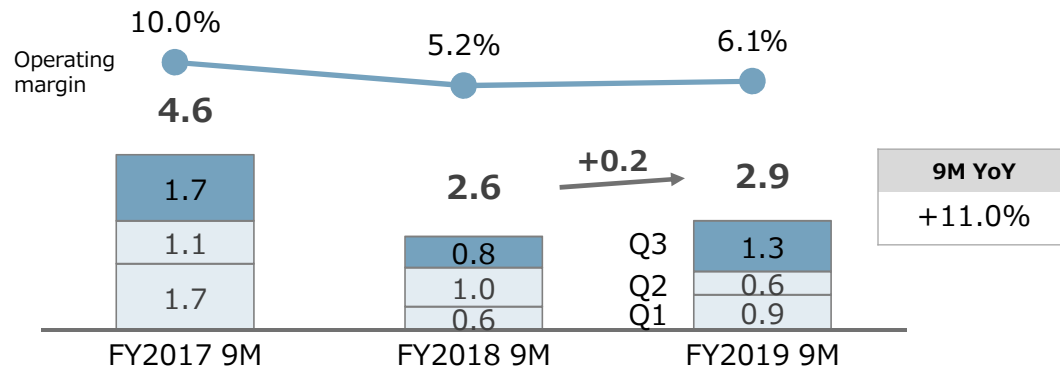
- Sales dropped as a result of intensified competition and ongoing measures among Chinese customers to lower costs
- Earnings rose on lower costs

Q3 overview

- Reduced cost by cutting raw materials expenses and improving production processes
- Cultivated new customers and applications through eco-friendly products (in food and logistics)

Operating profit*

(Billions of yen)



Shipping labels



Food labels



Process control labels

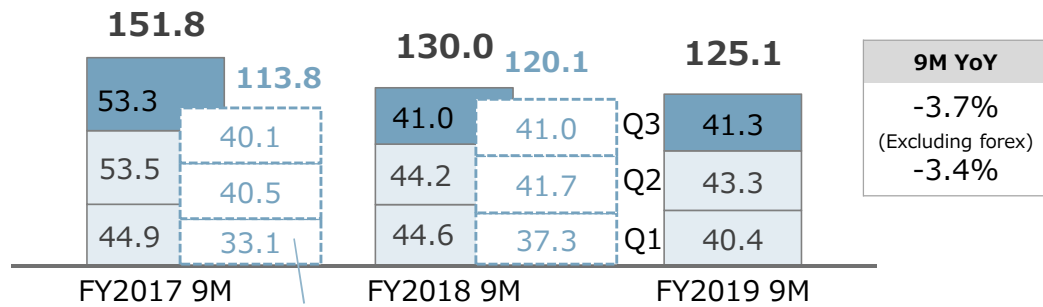
* Excluding corporate and eliminations

Other

Sales effectively rose after stripping out impact of removals from consolidation, while earnings were up on enhanced business profits

Sales

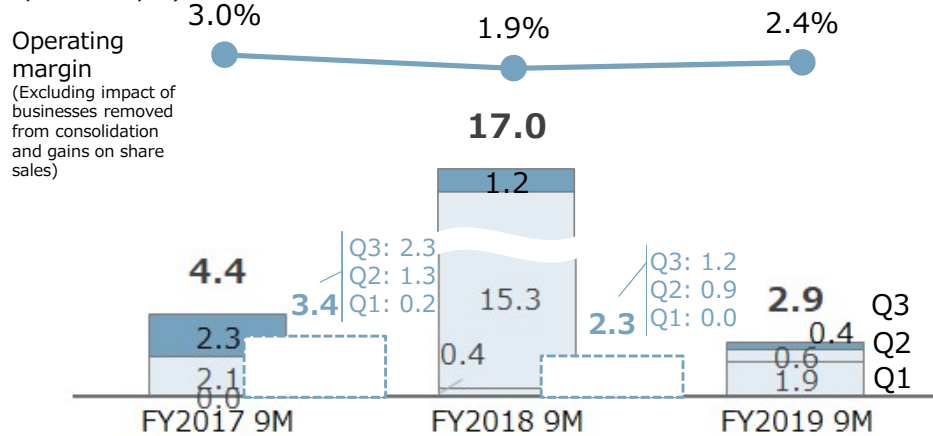
(Billions of yen)



Excluding impact of businesses removed from consolidation

Operating profit*

(Billions of yen)



* Excluding corporate and eliminations

Nine months overview

- Revenues and earnings increased after factoring out impact of removing logistics business from consolidation
- Expanded domestic finance business and improved Smart Vision business earnings

Q3 overview

- Smart Vision business: Steadily expanded new products and enhanced earnings
- Industrial Products business: Earnings were down from sluggish growth in projection-related areas, offsetting ongoing strength of automotive-related operations
- Finance business: Boosted revenues and earnings by expanding leasing and financial services



「RICOH THETA SC2」



「RICOH GR III」



World's first laser scanning automotive head-up display

Statement of Financial Position as of December 31, 2019



Assets

(Billions of yen)

	As of Dec 31, 2019	Change from Mar 31, 2019	
Current Assets	1,397.6	+7.9	
Cash & time deposits	229.3	-10.8	
Trade and other receivables	584.2	-20.5	Collected receivables posted at end of previous fiscal year
Other financial assets	301.4	+7.0	
Inventories	238.8	+31.1	Increase in inventories to switch production to new plant in China
Other current assets	43.7	+3.6	
Assets classified as held for sale	—	-2.5	
Non-current assets	1475.6	+140.2	
Property, plant and equipment	259.5	+9.2	
Right-of-use assets	65.1	+65.1	Increase from application of new lease accounting Standard (IFRS16)
Goodwill and intangible assets	234.4	+14.6	
Other financial assets	743.9	+35.6	Lease receivables increased from finance business expansion
Other non-current assets	172.5	+15.6	
Total Assets	2,873.3	+148.2	

Exchange rate as of Dec. 31, 2019: US\$ 1 = ¥ 109.56 (-1.43)
 (change from Mar 31, 2019, rate) EURO 1 = ¥ 122.54 (-2.02)

Liabilities and Equity

(Billions of yen)

	As of Dec 31, 2019	Change from Mar 31, 2019	
Current Liabilities	843.4	-0.7	
Bonds and borrowings	260.1	-6.7	
Trade and other payables	291.4	-14.7	
Lease liabilities	31.1	+31.1	Increase from application of new lease accounting Standard (IFRS16)
Other current liabilities	260.6	-10.3	
Non-current Liabilities	997.8	+135.8	
Bonds and borrowings	773.8	+107.4	Interest-bearing debt increased from finance business expansion
Lease liabilities	39.7	+39.7	Increase from application of new lease accounting Standard (IFRS16)
Accrued pension & retirement benefits	103.3	-1.9	
Other non-current liabilities	80.8	-9.3	
Total Liabilities	1,841.2	+135.0	
Total equity attributable to owners of the parent	943.6	+11.1	
Noncontrolling Interest	88.4	+2.0	
Total Equity	1,032.1	+13.1	
Total Liabilities and Equity	2,873.3	+148.2	
Total Debt	1,034.0	+100.6	

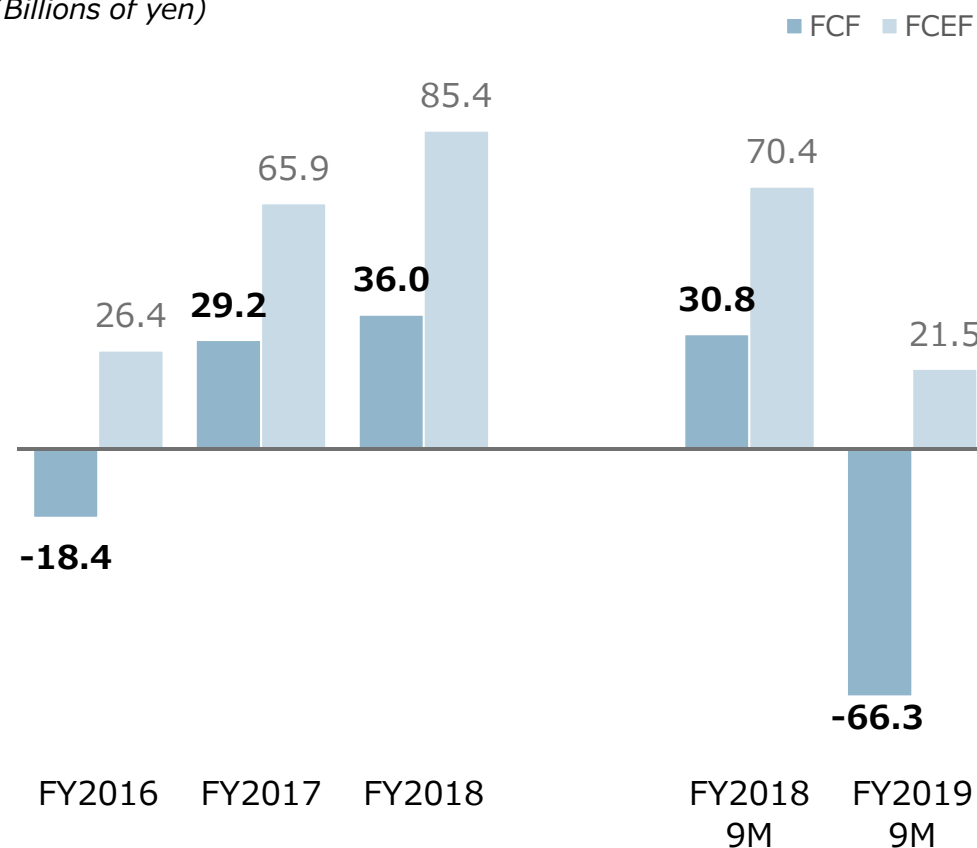
FY2019 9months Statement of Cash Flows

(Billions of yen)

	FY2018 9 months	FY2019 9 months
Profit	55.0	46.0
Depreciation and amortization	71.3	91.5
Other operating activities	-89.7	-78.7
Net cash provided by operating activities	36.6	58.8
Plant and equipment	-41.1	-53.7
Purchase of business	-5.0	-16.1
Other investing activities	40.4	-55.3
Net cash used in investing activities	-5.8	-125.2
Increase (Decrease) of debt	21.2	102.0
Dividend paid	-12.6	-18.8
Other financing activities	1.0	-25.9
Net cash provided by financing activities	9.6	57.3
Effect of exchange rate changes	0.2	-1.8
Net increase in cash and cash equivalents	40.7	-10.8
Cash and cash equivalents at end of period	201.2	229.2
Free cash flow (Operating + Investing net cash)	30.8	-66.3
FCEF (Free Cash flow Excluding Finance business)	70.4	21.5

Data

(Billions of yen)



Forecasts for FY2019

Forecasts for FY2019

	FY2018	FY2019 forecast	Year-on-year change	Effective change*
Sales (billion yen)	2,013.2	2,010.0	-0.2%	+2.9%
Operating profit (billion yen)	86.8	100.0	+15.2%	+26.6%
Operating margin	4.3%	5.0%	+0.7pt	
Profit attributable to owners of the parent (billion yen)	49.5	62.0	+25.2%	+36.2%
ROE	5.4%	6.5% plus	+1.1pt	
Dividends per Share	23yen	26yen	+3yen	
R&D expenditures (billion yen)	111.0	112.0	+0.9	
Capital expenditures (billion yen)	72.4	74.0	+1.5	
Depreciation (billion yen)	65.4	67.0	+1.5	
Exchange rate	Yen/US\$ 110.95 Yen/euro 128.46	109.05 (Q4 assumption : 110.00) 120.84 (Q4 assumption : 120.00)		

* After excluding forex and non-consolidation impacts from business transfers

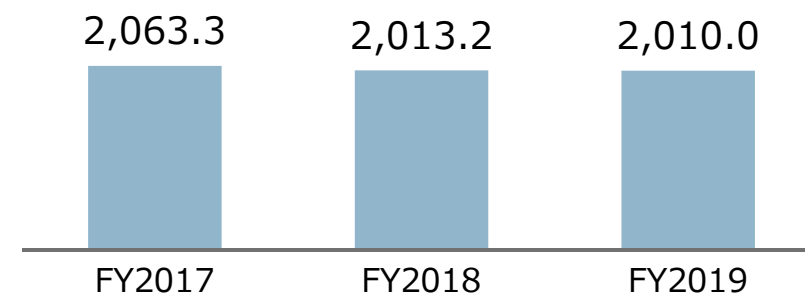
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RICOH

要確認 imagine. change.

Sales

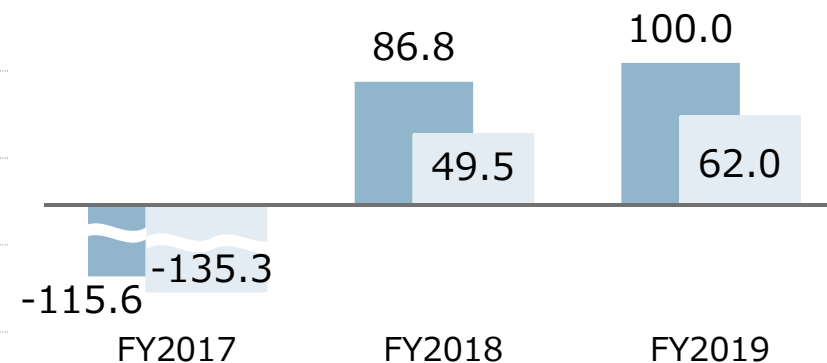
(Billions of yen)



Operating profit / Profit

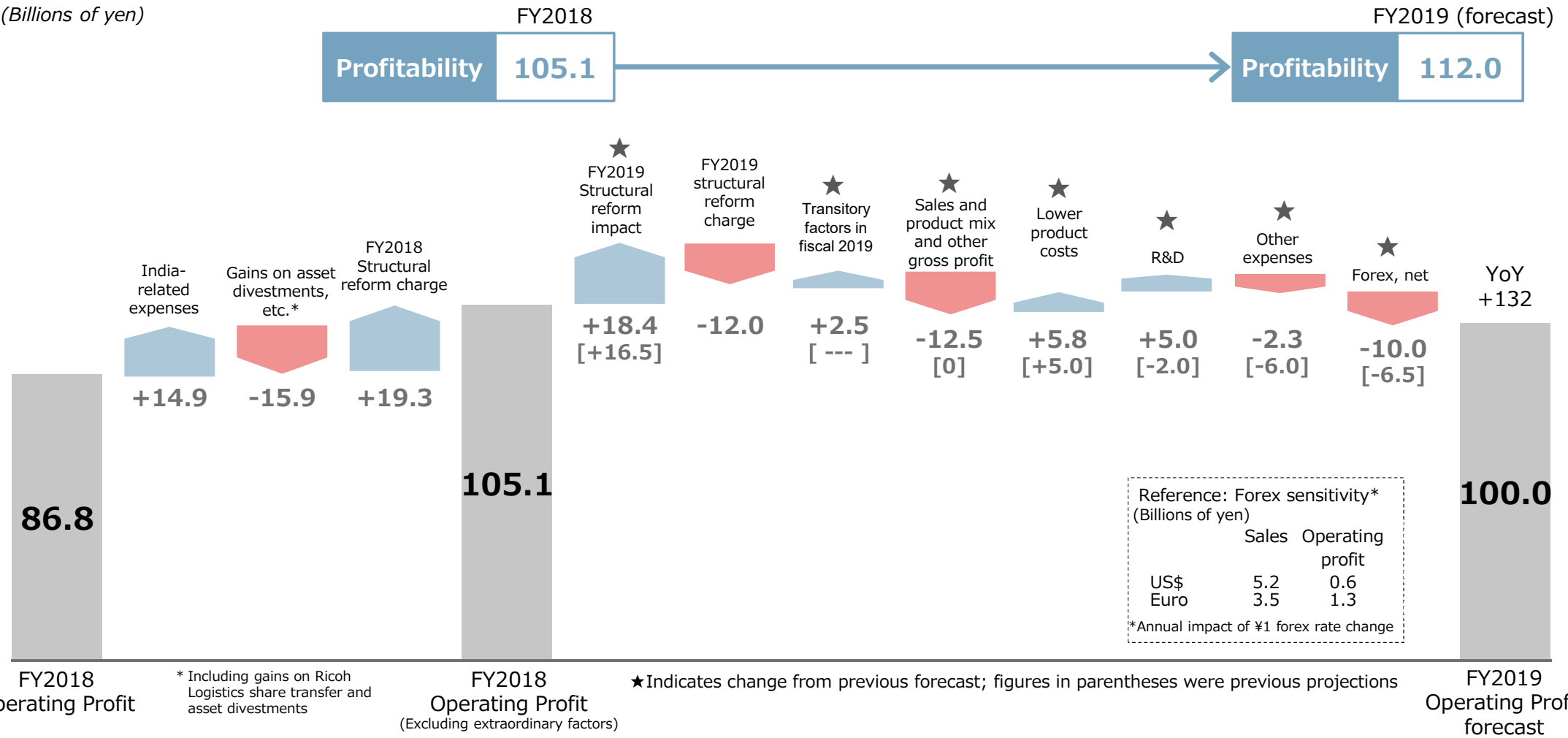
(Billions of yen)

■ Operating profit
■ Profit attributable to owners of the parent



FY2019 Operating Profit Forecast

(Billions of yen)



Summary of FY2019 Third-Quarter Results

Results

- Sales rose 3% from a year earlier after factoring out the impacts of removals from consolidation and forex
- Operating profit rose 17%, to ¥69.4 billion, after factoring out impacts of removals from consolidation in previous fiscal year and forex
- Reached around 70% of annual operating profit target

Topics

- Office Printing: Sales of color MFPs were solid in Japan and overseas
Earnings were down as because the number of machines in field dropped amid focus on profitable sales, the impact of Sino-American trade friction, and a demand downturn after a consumption tax hike in Japan
- Office Services: IT services expanded, principally in Japan and Europe
Revenues and earnings advanced on a PC demand spike in Japan and a stronger IT services structure in Europe
- Commercial Printing: Earnings dropped owing to forex, lower transactional non-hardware sales, and delays in posting sales on some U.S. orders
- Industrial Printing: Earnings improved on industrial printers, offsetting lower inkjet demand in Chinese market
- Thermal: Although revenues were down amid intensified competition, improved profits by cutting costs and securing new customers

Full-year forecasts

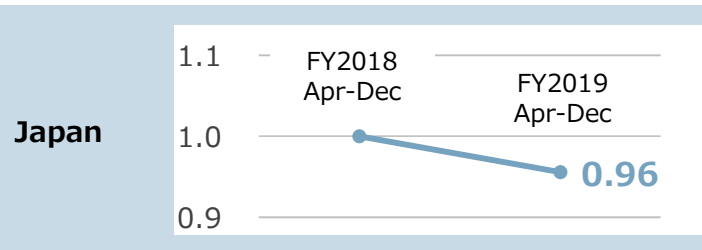
- Undertake additional initiatives (expanding Office Printing and Commercial Printing sales and cutting costs), thereby reaching our full-year operating profit target and boosting profitability
- Ascertain investments and cash flows through year-end and review implementation of capital policy

Supplementary Information

Office Printing-Related Indicators

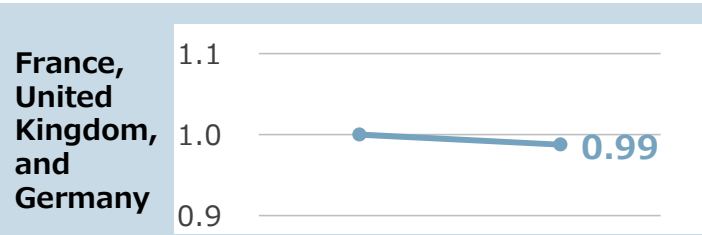
Price management situation

Prices of directly sold MFPs
(FY2018 Apr-Dec=1)

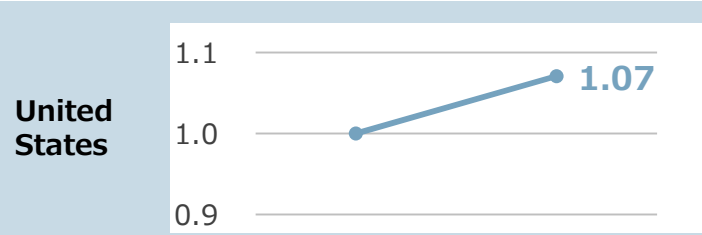


Implementation progress

- Average prices decreased slightly, reflecting the impacts of deliveries and order postings for government agencies in the first half of the year and changes in the model mix (Ricoh maintained its profit-centric policy, including for large orders)



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



- 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 9M		
	YoY unit sales change	A3	A4
Japan	+5%	+4%	+18%
Overseas	-3%	-3%	-4%
MFP total	-2%	-1%	-3%
LP total	-22%		

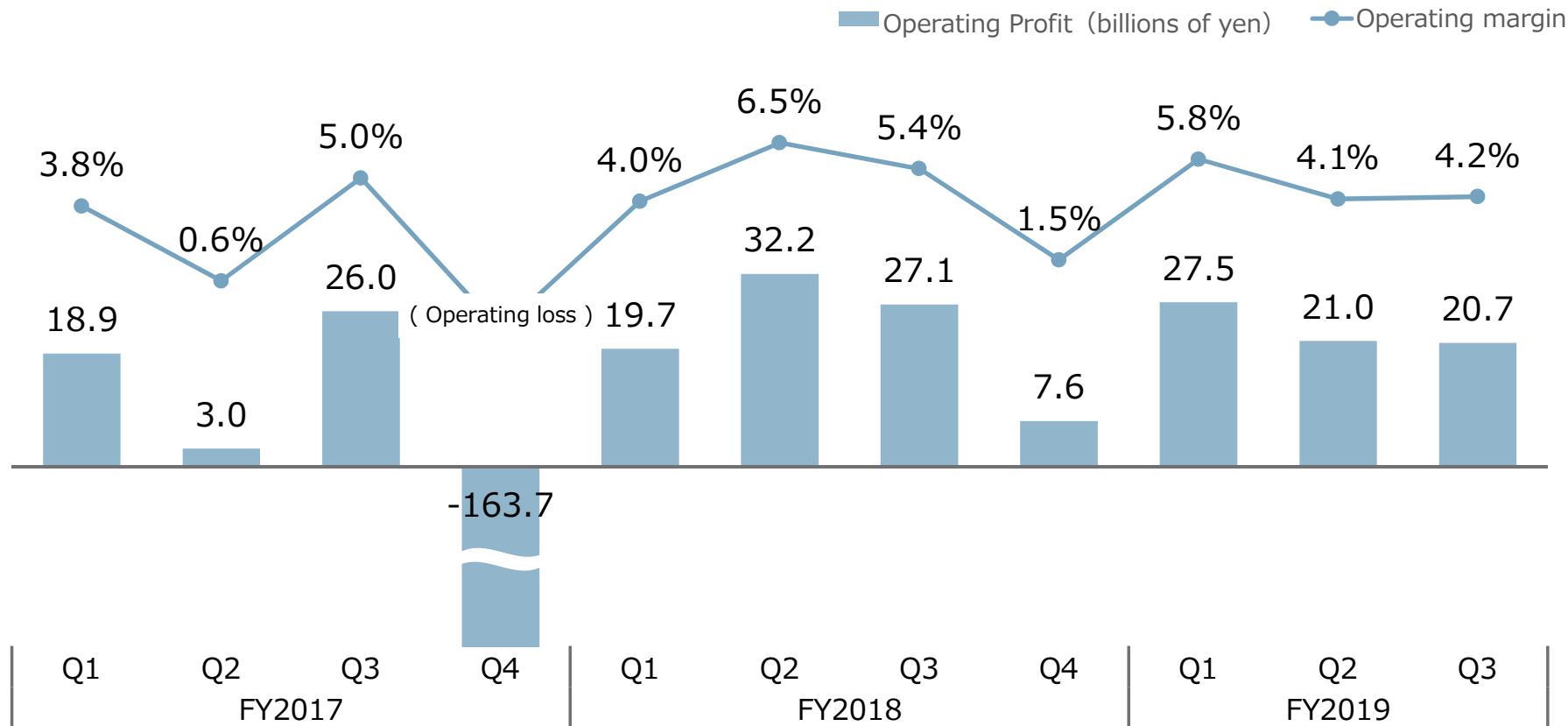
	FY2019 Q3		
	YoY unit sales change	A3	A4
Japan	-1%	-2%	+11%
Overseas	-1%	-5%	+7%
MFP total	-1%	-4%	+7%
LP total	-13%		

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

FY2019 9M	Hardware		Non-hardware	
	YoY sales change	9M	Q3	9M
Japan	+2%	-3%	-3%	-4%
Overseas	+2%	+6%	-6%	-5%
MFP total	+2%	+4%	-5%	-5%
LP total	-15%	-9%	-7%	-14%
MFP + Printer total	0%	+3%	-6%	-7%

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

Quarterly Operating Profit



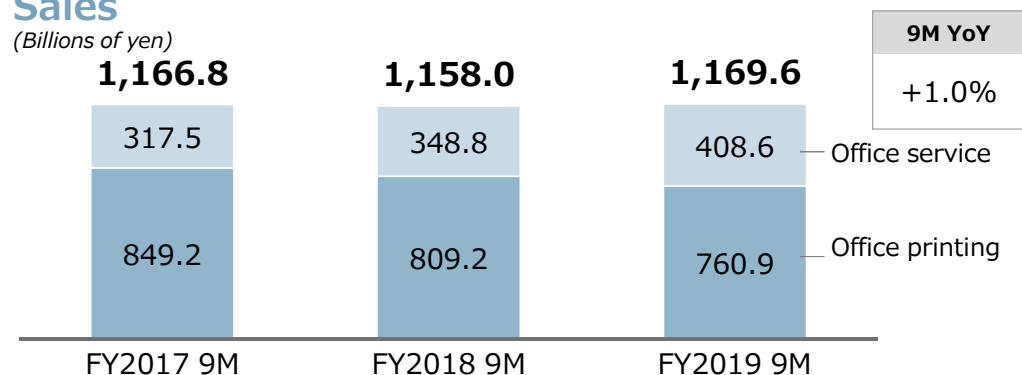
FY2019 Third Quarter Results

Office Business Total

Boosted revenues and earnings for the entire office business

Sales

(Billions of yen)

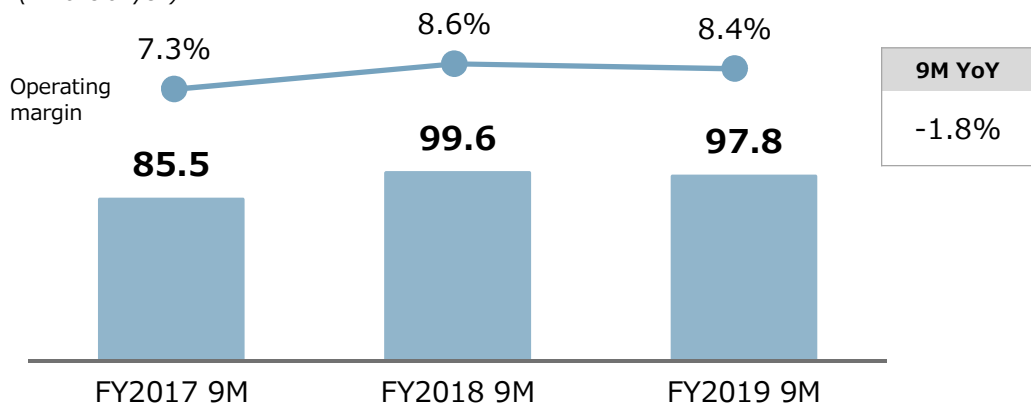


Nine months overview

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

Operating profit*

(Billions of yen)



* Excluding corporate and eliminations

Financial Statements Excluding Finance Business (Estimate)



FY2019 Nine Months

(Billions of yen)

1. Statements of Profit or Loss

	Consolidated	Products and services	Finance
Sales	1,493.8	1,432.1	124.5
Operating profit	69.4	43.4	26.0

2. Statements of Financial Position

	Consolidated	Products and services	Finance
Assets	2,873.3	1,557.9	1,362.8
Financial assets*	1,045.0	--	1,045.0
Liabilities	1,841.2	701.9	1,186.7
Interest-bearing debt	1,034.0	-57.3	1,094.0
Total equity	1,032.1	855.9	176.1
Net interest-bearing debt	804.7	-286.3	1,091.1

3. Statements of Cash Flows

	Consolidated	Products and services	Finance
Free cash flow	-66.3	21.5	-87.9

Key Financial Ratios

	Consolidated	Products and services
Equity ratio	32.8%	54.7%
Debt-to-equity ratio	109.6%	-6.7%
Total assets turnover	0.71	1.23

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

* Finance: Ricoh's global finance business

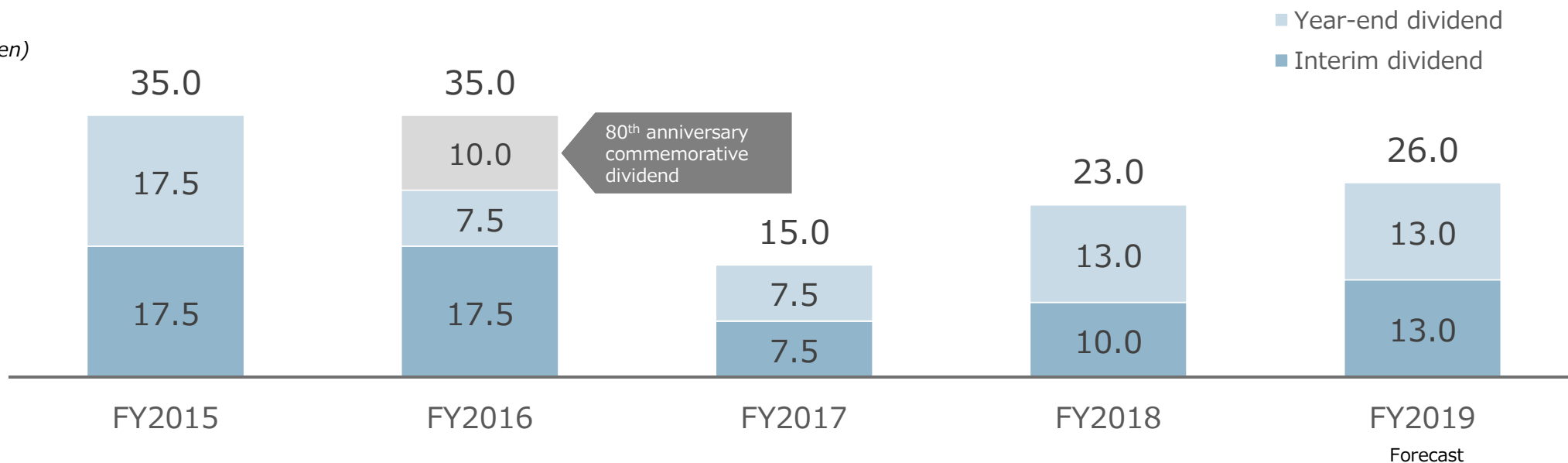
Forecasts for FY2019 (Dividends per Share)

Initial forecast maintained

Shareholder returns policy

We consider it important to expand returns to shareholders through share price growth over the medium and long terms and stable dividends from sustainable growth. We accordingly seek to boost earnings by undertaking strategic investments for sustainable growth. Our consolidated payout ratio benchmark is around 30%, and we will finalize decisions on this level after comprehensively factoring in the earnings outlook, investment plans, and our financial position, taking our credit rating into consideration. We will flexibly repurchase shares in view of the business climate. (From Corporate Governance Report published on April 8, 2019)

(Yen)



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