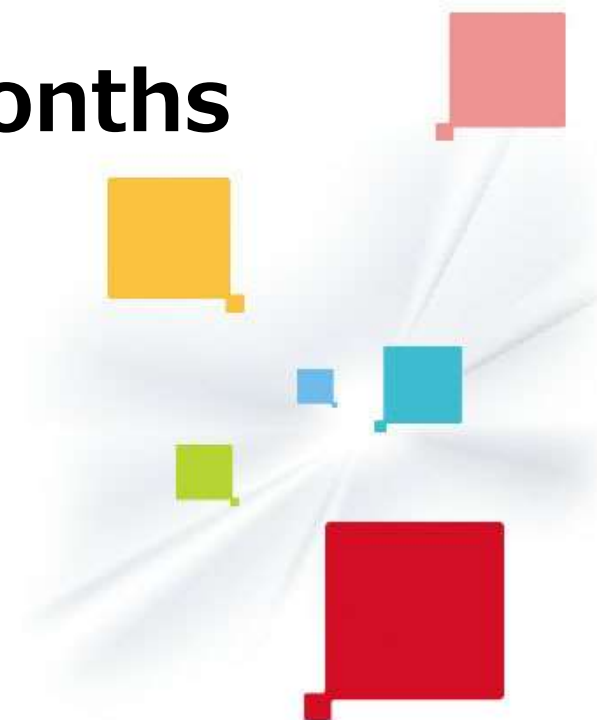


Consolidated Results for Nine Months Ended December 31, 2020



February 4, 2021
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:

FY2020 = Fiscal year ended March 31, 2021, etc.

Business category and other changes

In fiscal 2020, Ricoh shifted some Office Services businesses to the Office Printing and Other categories. We also allocated some headquarters expenses to the relevant departments. We have accordingly retroactively revised numbers for the previous corresponding period.

Overview of FY2020 Third-Quarter Results

Key Indicators

Operating profit was effectively ¥11.2 billion from greater office attendance rates (driving recovery in non-hardware demand), emergency response and additional initiatives.

Notwithstanding impairment losses (¥10.4 billion), operating profit was ¥0.8 billion which was about ¥10 billion higher than expected

Quarterly statements of income
(excluding impairment losses)

(billions of yen)	FY2019 9 months	FY2020 9 months	Year-on-year change	Effective change* ¹	FY2020 Q1	FY2020 Q2	FY2020 Q3
Sales	1493.8	1193.0	-20.1%	-17.2%	352.3	409.6	431.1
Gross profit	549.3	415.7	-24.3%	-20.6%	122.0	140.3	153.3
Selling, general and administrative expenses	479.9	445.4	-9.3%	-5.6%	143.3	149.6	142.0
Operating profit	69.4	-29.7		-	-21.2	-9.3	11.2
Operating margin	4.6%	-		-	-	-	2.6%
Profit attributable to owners of the parent	41.4	-22.4		-	-18.6	-3.5	7.7
ROE	4.4%	-		-	-	-	-
Exchange rate	Yen/US\$ 108.73 Yen/euro 121.11	106.09 122.36	-2.64 +1.25		107.60 118.47	106.21 124.09	104.47 124.49
R&D expenditures	75.6	66.1	-9.5				
Capital expenditures	61.0	29.9	-31.0				
Depreciation	48.5	34.2	-14.3				

Operating profit excluding impairment losses
-19.3 billion yen

Operating profit including impairment losses
0.8 billion yen

* YoY change after excluding forex factor, impacts of share transfers and removals from consolidation in previous fiscal year

FY2020 Third-Quarter Results

Segment Operating Profit Changes



All businesses continuing to recover, with Office Services business boosting earnings in Q3

Office Services

Regaining profitability

- Favorable package sales, particularly in Japan and Europe
- Europe: Synergies with DocuWare boosting results, with that acquired company going global

Commercial Printing

Impairment losses erased profit gains

- Non-hardware demand recovered on e-commerce-related output
- Hardware deployments postponed or reviewed in view of uncertain prospects
- ¥10.4 billion in impairment losses on development assets owing to pandemic

Thermal

Remained profitable despite lower sales

- Demand remained slow for event and travel tickets
- Continued to lower costs through process improvements and other initiatives
- Began selling products that resolve social issues

Office Printing

Significantly improved

- Moderate domestic and overseas non-hardware demand recoveries drove higher earnings
- Hardware demand flat in Q2 and Q3, reflecting fewer business deal opportunities in private sector

Industrial Printing

Near breakeven

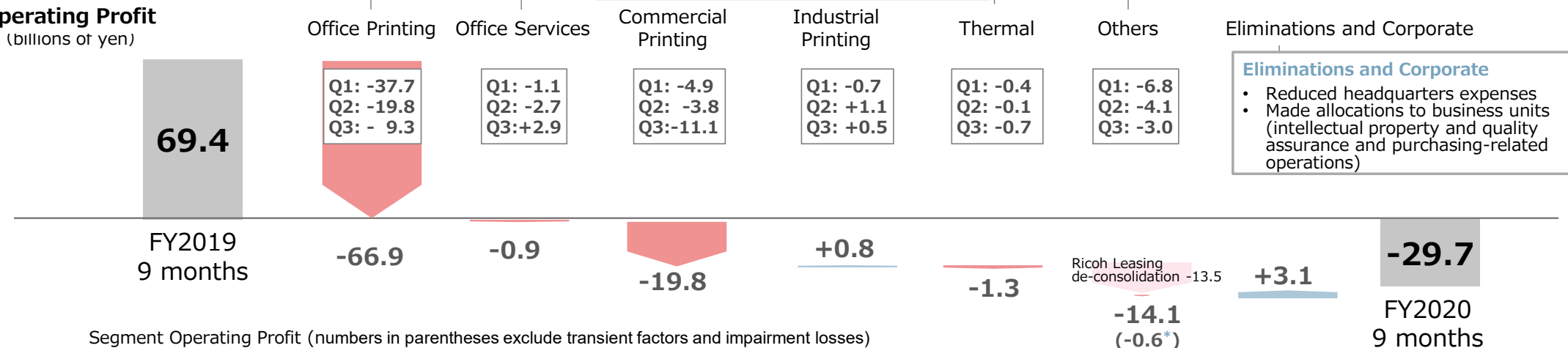
- Chinese inkjet head demand continued to recover
- U.S. demand for textile printers increased

Others

Earnings drop mostly from Ricoh Leasing de-consolidation

- De-consolidation cut earnings by ¥13.5 billion
- In industrial products, experienced recovery on domestic automotive market demand
- In Smart Vision, THETA camera and cloud services demand solid

Operating Profit (billions of yen)



Segment Operating Profit (numbers in parentheses exclude transient factors and impairment losses)

9 months	6.1 (17.2)	20.8	-3.0 (7.3)	-2.0	1.5	-16.0	-37.0
Q1	-8.0 (-2.7)	3.8	0.8	-1.2	0.5	-6.4	-10.6
Q2	1.7 (6.1)	7.7	1.1	-0.6	0.3	-5.2	-14.5
Q3	12.4 (13.8)	9.2	-5.0 (5.3)	-0.1	0.6	-4.3	-11.8

*After factoring out Ricoh Leasing de-consolidation

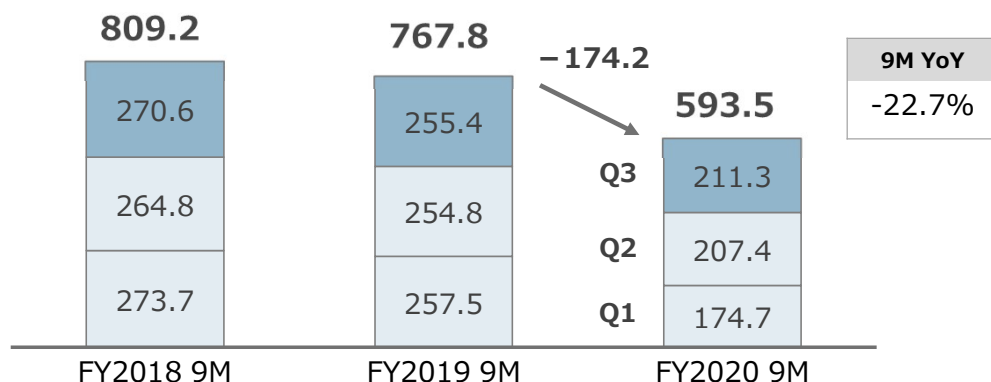
FY2020 Third-Quarter Results

Office Printing



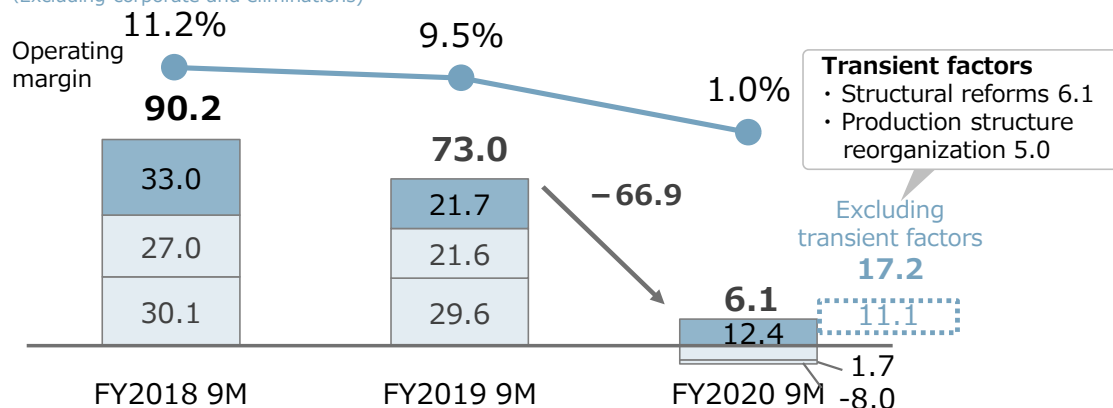
Operating profit was ¥12.4 billion from business recoveries, principally in Japan, in return to profitability after 9 months.

Sales (billions of yen)



Operating profit (billions of yen)

(Excluding corporate and eliminations)



Q3 Overview

- Operating profit was ¥12.4 billion (¥13.8 billion after excluding transient factors)
- Japanese hardware and non-hardware sales off 2% and 4%, respectively
- European and U.S. recoveries delayed owing to worsening pandemic situations and fewer opportunities for negotiating business deals in private sector and others. (hardware demand remained as Q2 level)

excluding forex impact

YoY sales change	Q1	Q2	Q3	9M
Hardware	-31%	-15%	-17%	-21%
Non-hardware	-33%	-23%	-18%	-25%

Japan	83%	87%	94%	88%
Americas	59%	70%	71%	67%
Europe	61%	84%	81%	75%

Year to date

- Operating profit was ¥6.1 billion (¥17.2 billion after stripping out transient factors)
- Hardware earnings down 21% year on year, reflecting, fewer business deal opportunities
- Non-hardware earnings down 25%, reflecting lower office attendance rates.

FY2020 Third-Quarter Results

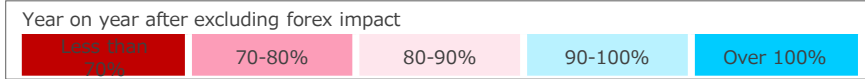
Office Printing : Results trends by country and region



Hardware: On recovery track, centered on countries and regions relaxing lockdowns and social distancing, although situation still adverse in North America and UK

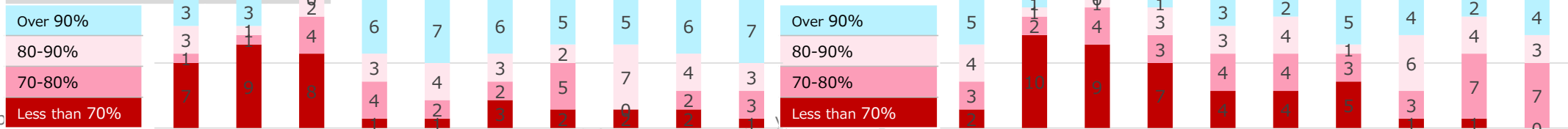
Non-hardware: Despite bottoming in Q1, performances sluggish in North America and European markets; by December, sales returned to more than 90% of prior year levels in markets where there were recoveries (4 of 14 countries and regions), with no markets in which sales were below 70% of levels of previous year

Sales compared with previous year
(by country and region)



Hardware	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Non-hardware	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec				
Japan	Over 100%	Less than 70%	70-80%	80-90%	Over 100%	80-90%	70-80%	Over 100%	80-90%	Over 100%	Japan	Over 100%	80-90%	70-80%	80-90%	80-90%	80-90%	80-90%	Over 100%	Over 100%	Over 100%	Over 100%			
US	70-80%	Less than 70%	Less than 70%	70-80%	70-80%	Less than 70%	Less than 70%	Over 100%	Less than 70%	Less than 70%	US	80-90%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Over 100%	70-80%	70-80%	70-80%			
Canada	Less than 70%	Less than 70%	Less than 70%	70-80%	70-80%	70-80%	70-80%	80-90%	80-90%	70-80%	Canada	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	70-80%	70-80%	70-80%		
UK	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	80-90%	Less than 70%	70-80%	UK	70-80%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	70-80%	Less than 70%	Less than 70%	Less than 70%	Less than 70%		
Germany	Over 100%	70-80%	70-80%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Germany	Over 100%	Less than 70%	70-80%	80-90%	Over 100%	80-90%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	
France	Less than 70%	Less than 70%	Less than 70%	80-90%	80-90%	Over 100%	Over 100%	80-90%	80-90%	80-90%	France	80-90%	Less than 70%	Less than 70%	70-80%	70-80%	70-80%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	
Italy	Less than 70%	Less than 70%	70-80%	70-80%	80-90%	Over 100%	Over 100%	80-90%	70-80%	Over 100%	Italy	Less than 70%	Less than 70%	Less than 70%	70-80%	80-90%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	
Spain	Less than 70%	Less than 70%	Less than 70%	70-80%	80-90%	80-90%	70-80%	80-90%	Over 100%	Over 100%	Spain	70-80%	Less than 70%	Less than 70%	Less than 70%	70-80%	70-80%	Less than 70%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	
Netherlands	80-90%	70-80%	70-80%	70-80%	Over 100%	80-90%	70-80%	Less than 70%	70-80%	70-80%	Netherlands	70-80%	Less than 70%	Less than 70%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	70-80%	
Australia	80-90%	80-90%	Less than 70%	80-90%	80-90%	70-80%	70-80%	80-90%	Over 100%	Over 100%	Australia	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	Less than 70%	
New Zealand	Less than 70%	Less than 70%	Less than 70%	80-90%	Over 100%	Over 100%	70-80%	Over 100%	80-90%	Over 100%	New Zealand	Over 100%	Less than 70%	Less than 70%	Less than 70%	70-80%	80-90%	70-80%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	
Thailand	Over 100%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	Over 100%	Over 100%	Thailand	80-90%	70-80%	70-80%	70-80%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%	80-90%
Hong Kong	80-90%	Over 100%	80-90%	80-90%	80-90%	Less than 70%	80-90%	Less than 70%	80-90%	80-90%	Hong Kong	80-90%	70-80%	80-90%	Over 100%	Over 100%	70-80%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	
China	Less than 70%	Over 100%	Less than 70%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	China	Over 100%	Over 100%	70-80%	80-90%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%	Over 100%

Number of countries and regions



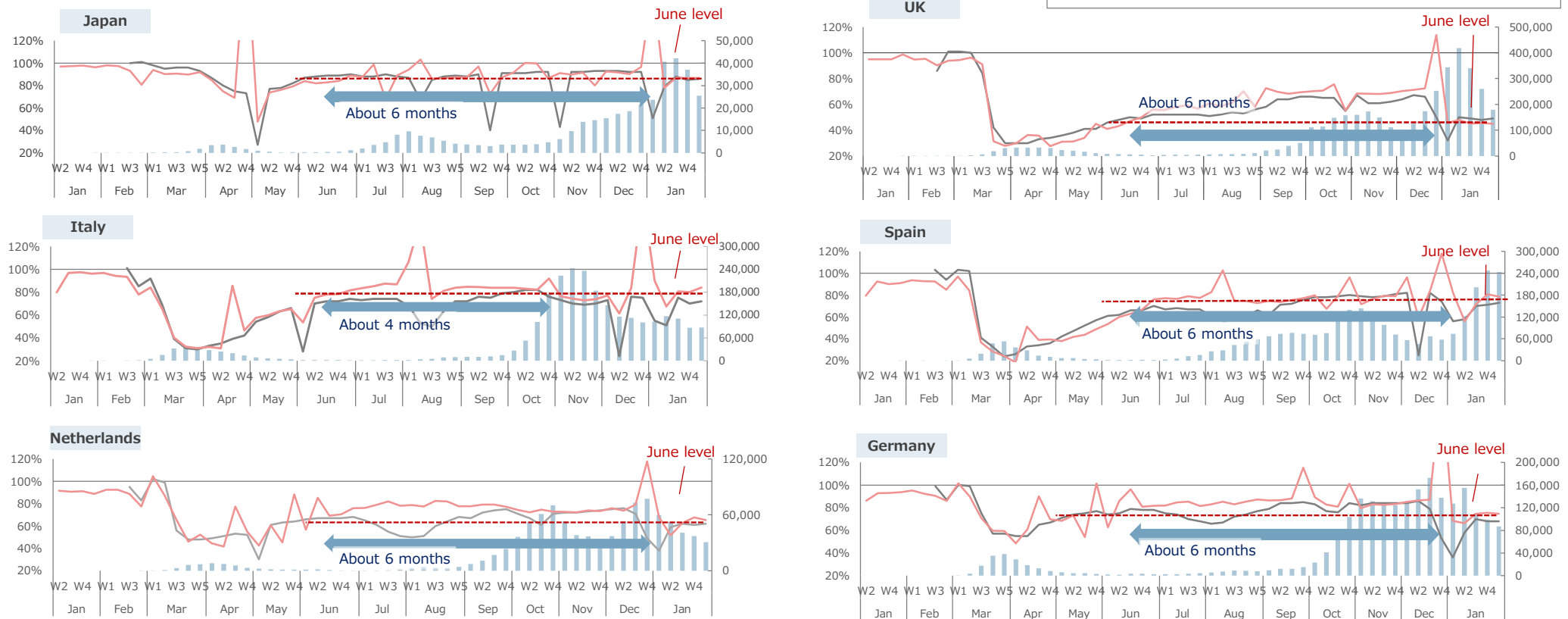
FY2020 Third-Quarter Results

Office Printing: Pandemic Impact on MFP Printing Volumes



- **Office attendance rates:** Dropped from November owing to lockdowns (falling even further from January in response to new COVID-19 strains), while rates in Japan slipped following emergency declaration in January this year; to take until around June for rates to normalize in United Kingdom, Germany, Italy, the Netherlands, Spain, and Japan
- On announcing Q2 earnings, expected Q4 print volume recovery to Q2 levels but must assume volumes will drop to June level in nations with June-level office attendance rates from lockdowns and other constraints

MFP print volumes and attendance rates at company offices (by country)



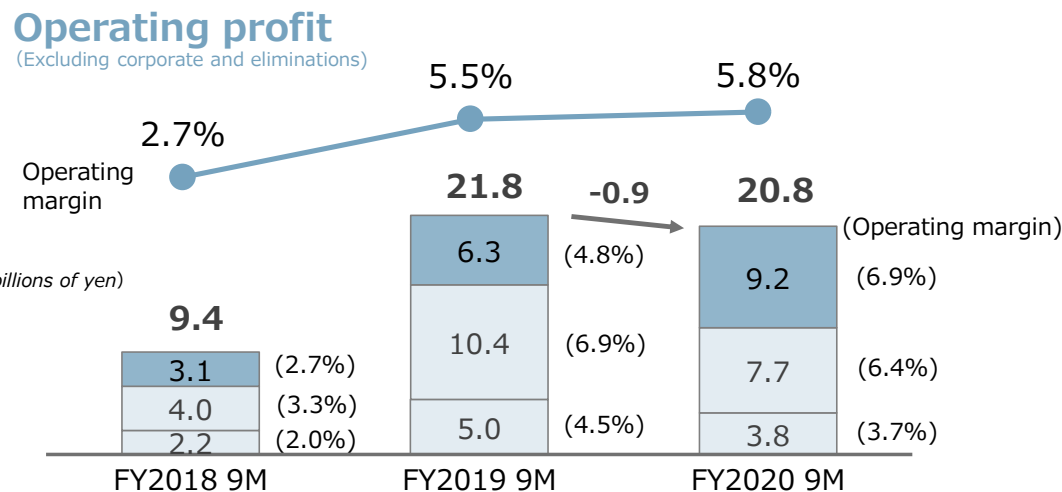
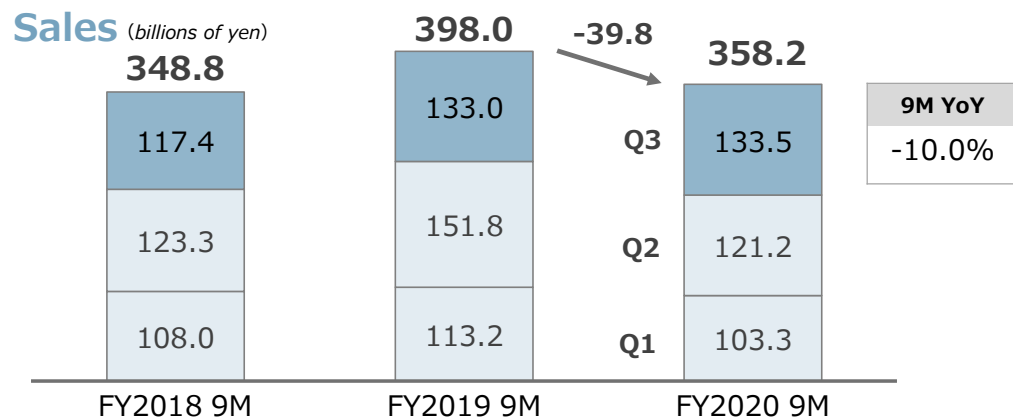
Note: Office attendance rates based on the Google Community Mobility Report, showing rates of change in traffic to workplace since before pandemic. Weekly data published each Tuesday. Print volumes based on Ricoh @Remote data, with change in MFP print volumes from previous corresponding period. Number of COVID-19 cases from Johns Hopkins University-announced figures.

FY2020 Third-Quarter Results

Office Services



Reinforced structure and good reception for packages led to revenue and earnings recoveries in Q3, with operating margin reaching 6.9%



Q3 overview

- IT Services and Applications: In Japan, Scrum Series sales remained buoyant, with revenues surging 93%. In Europe, revenues rose 44%*1 on effort to strengthen structure in key nations that generated synergies, with DocuWare new contracts climbing 30%.
- IT infrastructure: Reduced demand in absence of previous year's Windows 10 transition demand and more GIGA school deals in Japan.
- Business Process Services: Revenues down from site closures (around 10% of sites for these services closed in United States).

Sales (billions of yen)	Q3	YoY	9M	YoY
Office services business	133.5	+0.4%	358.2	-10.0%
IT infrastructure (hardware and software)	60.3	-3.2%	154.0	-16.4%
IT services (including maintenance and outsourcing)	28.7	+11.8%	78.1	+1.5%
Applications (business-specific apps and in-house apps)	17.0	+14.5%	50.9	+6.0%
Business Process Services	21.5	-21.0%	63.7	-21.2%

*1 YoY sales change in Europe, Middle East and Africa, excluding forex factor
 *2 Ratio of BPS site closed in US

FY2020 Third-Quarter Results

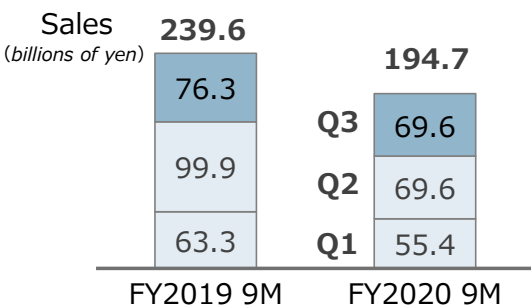
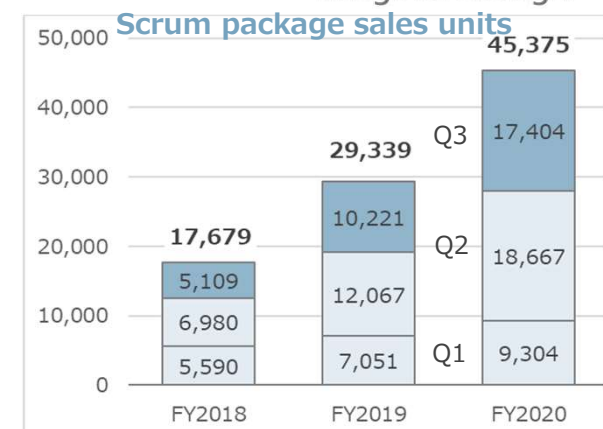
Office Services: Regional situations



Japan

Despite lower revenues in absence of Windows 10 transition, Scrum Series and GIGA school transactions rose (full-fledged demand increased from Q3)

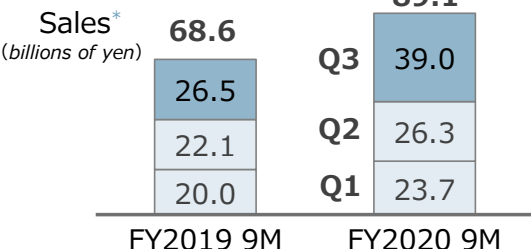
1. Scrum package sales for small and medium-sized enterprises rose 44% YoY in nine months, to ¥29.8 billion, with unit sales increasing 55%
2. Orders of Scrum assets for mid-tier companies rocketed 143% YoY in nine months, to ¥16.3 billion
3. GIGA school deals were ¥8.4 billion in Q3, and we look to secure solid sales in Q4, when demand should peak



Europe

Sales increased 30% on strengthened structures and package deployment

1. Demand solid for Work Together, Anywhere solution package
Q3 orders totaled ¥5.7 billion, with ¥34.4 billion in pipeline (¥2.4 billion in orders and ¥16.0 billion in pipeline in Q2)
2. DocuWare demand remained solid (value of orders over nine months jumped 69% YoY from structural reinforcements in key countries; 717 new contracts concluded in Q3, up 63% YoY)
3. Launched a digital human resources development program

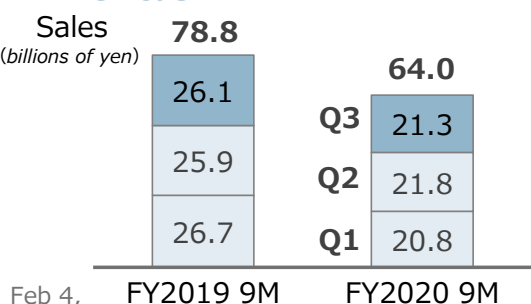


* Includes the Middle East and Africa

Americas

Sales dropped owing to Business Process Services site closures, while business development accelerated to match changing customer needs

1. Orders grew steadily on DocuWare deployments, with 81 new contracts secured in Q3
2. Accelerated business structure transformation to expand digital services, increasing salesperson skills, changing assessment system, and optimizing personnel setup
3. Continued to develop new print center services for new world of work

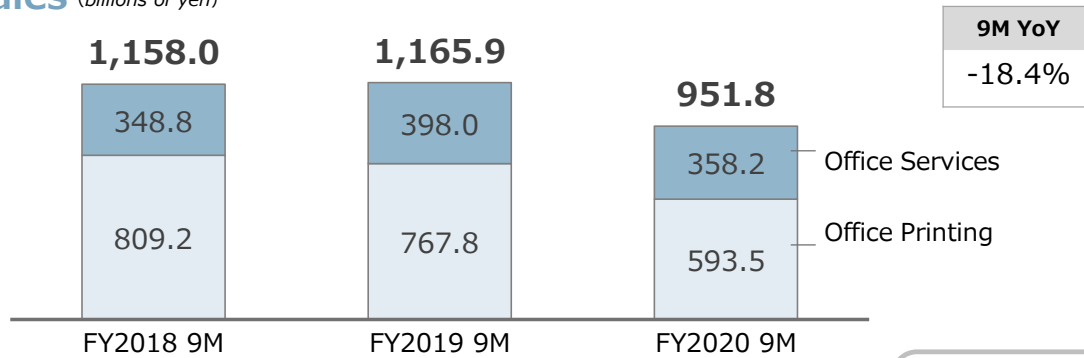


FY2020 Third-Quarter Results

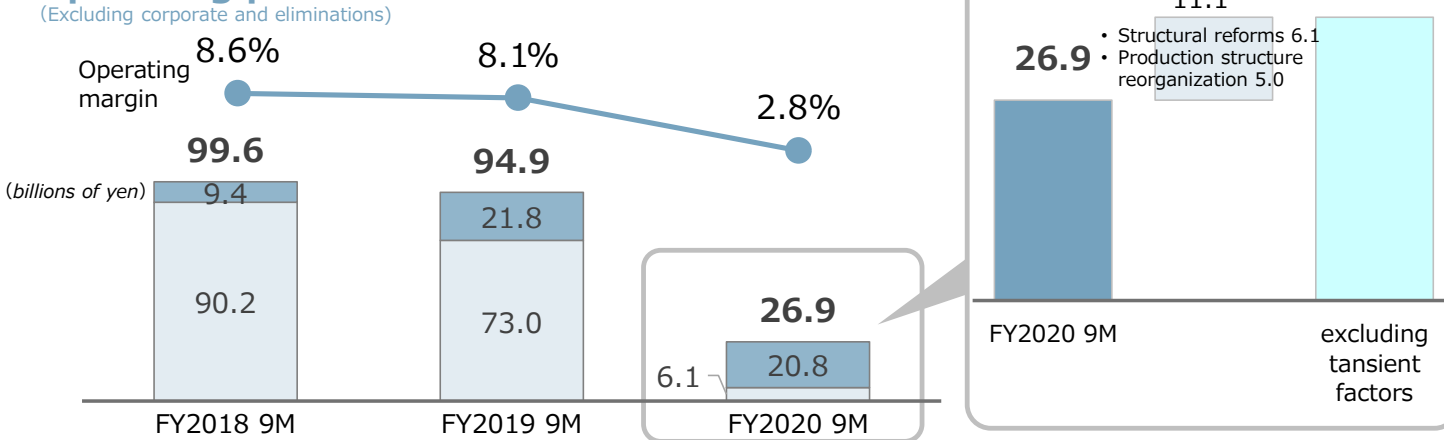
Office Business Total

- Office Business revenues and earnings down, but operating profit still ¥26.9 billion (effectively ¥38 billion)
- Office Services accounted for 38% of Office Business sales in Q3, from 30% two years earlier, accounting for 77% of Office Business operating profit, from 9% two years before

Sales (billions of yen)

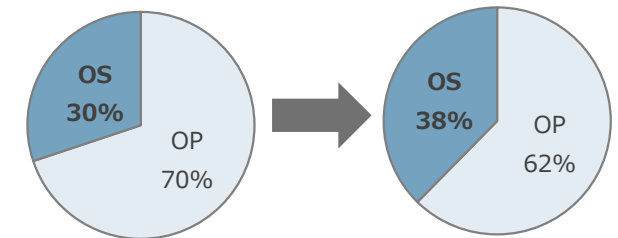


Operating profit (Excluding corporate and eliminations)

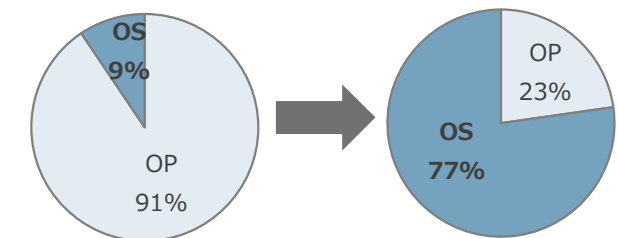


Ratio of Office Services

Sales



Operating profit



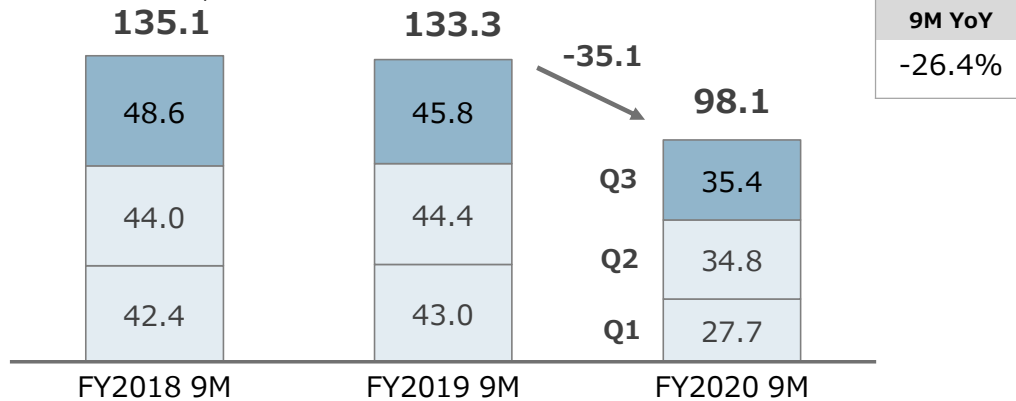
FY2020 Third-Quarter Results

Commercial Printing



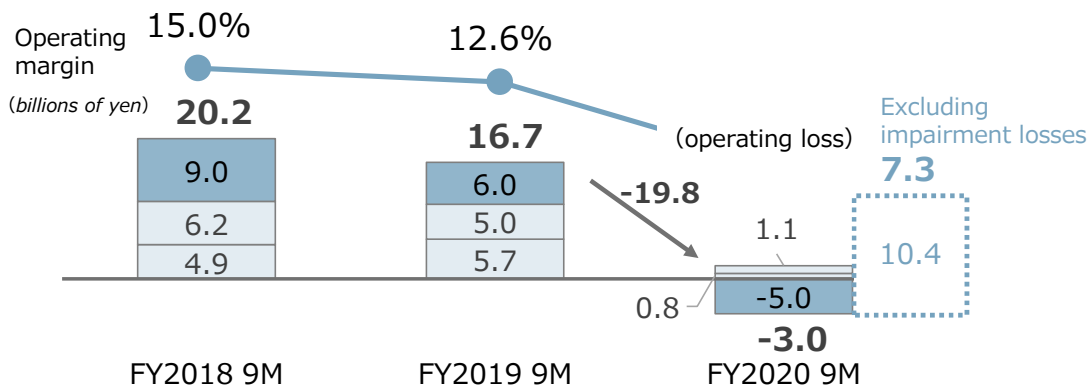
Non-hardware performance recovered gradually, while hardware recovery was weak in Europe and United States, causing revenues and earnings to decline

Sales (billions of yen)



Operating profit

(Excluding corporate and eliminations)



Q3 overview

- Hardware: Struggled in Europe and United States amid uncertain prospects and constrained investment scales (although new products performed well)
- Non-hardware: Performance recovered on e-commerce-related output demand
- Posted ¥10.4 billion in impairment losses on development assets owing to pandemic; earnings after excluding these losses would have been ¥5.3 billion

⇒ Strove to expand process automation solutions and services
excluding forex impact

Sales YoY change	Q1	Q2	Q3
Hardware	-39%	-28%	-33%
Non-hardware	-34%	-20%	-16%

Americas	66%	71%	73%
Europe	56%	78%	77%
Japan	85%	101%	91%



e-commerce-related output (example; package inserts)



New products
RICOH Pro C5300s/C5310s
color production printer

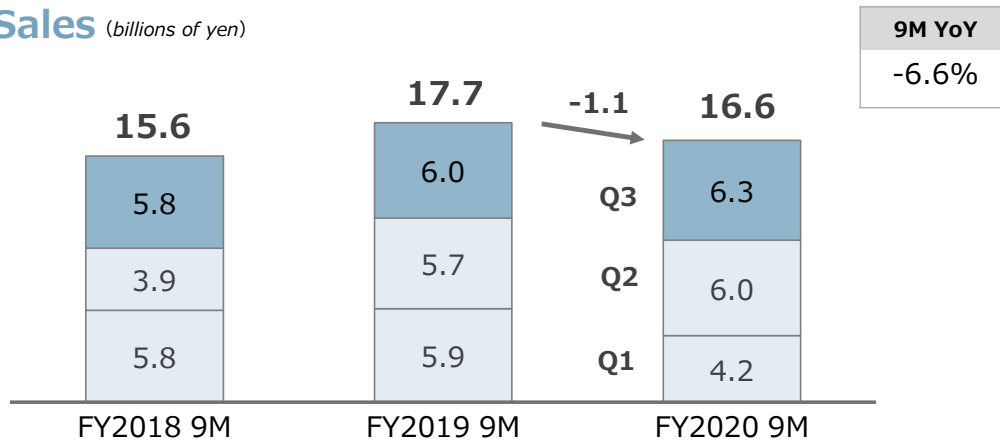
FY2020 Third-Quarter Results

Industrial Printing



Increased revenues and neared breakeven point on China's inkjet head market recovery and solid industrial printer demand

Sales (billions of yen)



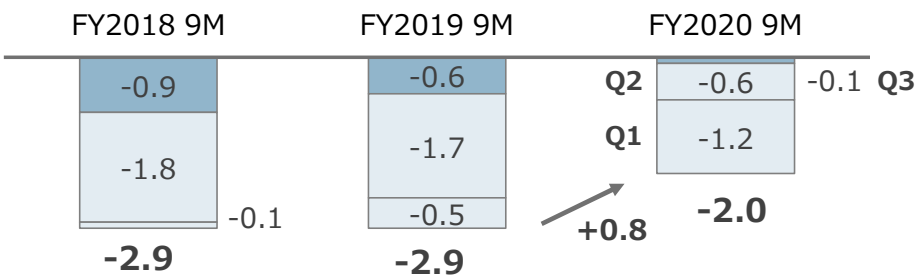
Q3 overview

- Inkjet heads: Demand recovery lags in Japan, United States, and Europe offset favorable demand in China
 - Industrial printer sales solid:
 - In wide format printers, Ricoh's sales were favorable owing to sales setup improvements
 - In textile printers, consumer purchasing shifted online from regular stores, with sales to e-commerce firms expanding
- ⇒ Challenge will be to cultivate distributors and dealers in promising textiles sector

Operating profit

(Excluding corporate and eliminations)

(billions of yen)



RICOH TH5241 industrial inkjet head

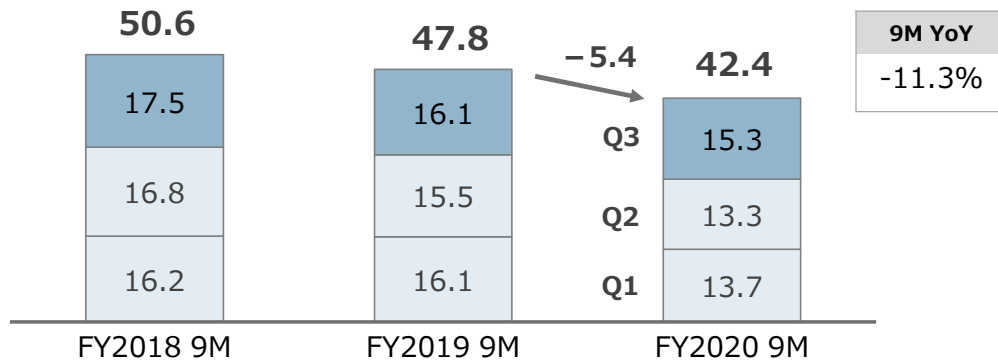
FY2020 Third-Quarter Results

Thermal



Earnings minimal because of delays in European and U.S. market recoveries and unchanging trends

Sales (billions of yen)

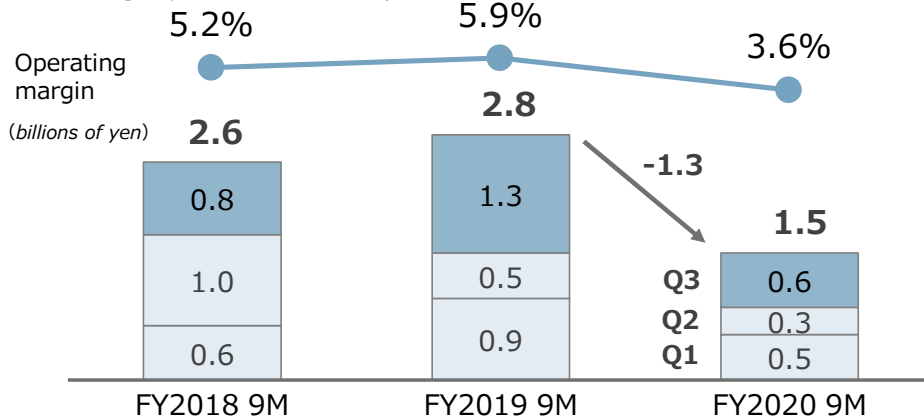


Q3 overview

- Enjoyed steady recoveries in Japanese and Chinese markets but encountered recovery delays in Europe and United States
 - Continued to improve cost structure, making progress through such measures as steadily expanding sales of silicone linerless labels in Japanese market
- ⇒ Globally deploy products that resolve social issues and secure logistics demand in American market

Operating profit

(Excluding corporate and eliminations)



Year to date

- Revenues and earnings decreased owing to sluggish demand for event and transportation tickets and despite e-commerce demand growth, as labels were smaller and competition intensified

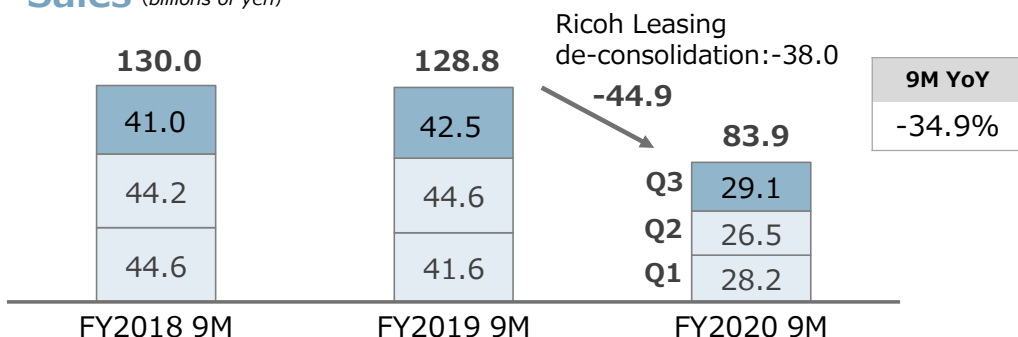
FY2020 Third-Quarter Results

Others



While existing businesses were on recovery track, revenues and earnings down from de-consolidation of leasing business and investments in growth businesses

Sales (billions of yen)



Q3 overview

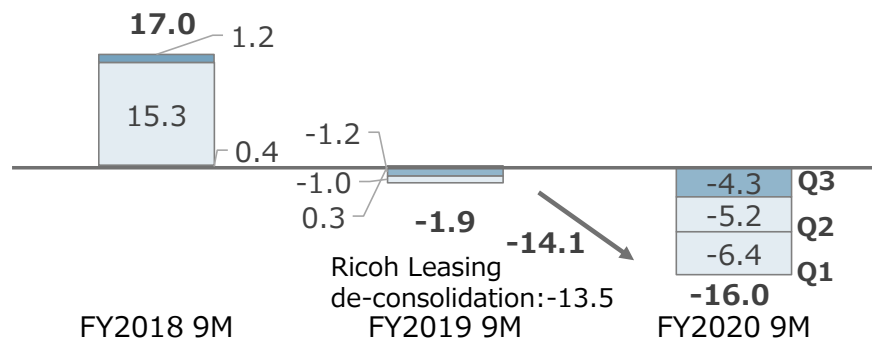
- Results in existing businesses basically same as year earlier, with performances recovering steadily
 - Smart Vision: Demand solid for THETA and related cloud services amid rising demand in 360° camera market
 - Industrial Products: Benefited from demand recoveries in automobile market and in China (for projectors and industrial equipment)

⇒ Near-term signs of improved demand in existing markets, with sales recoveries and cost constraints driving profit gains

Operating profit

(Excluding corporate and eliminations)

(billions of yen)



Year to date

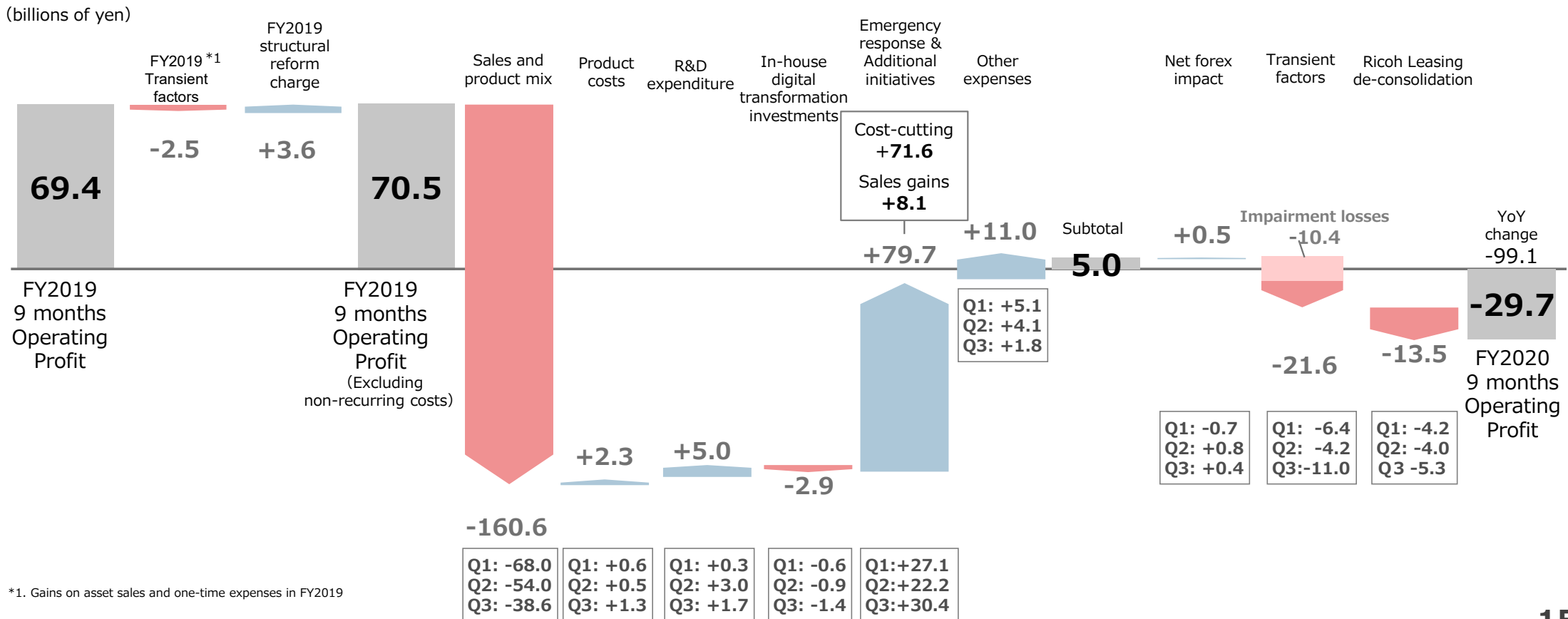
- Leasing business deconsolidation and new businesses investments drove revenues and earnings down (Earnings effectively declined by ¥0.6 billion after factoring out the impact of Ricoh Leasing de-consolidation)
- Achieved improvements in existing businesses (Smart Vision and Industrial Products)

FY2020 Third-Quarter Results

Operating Profit Comparisons



Performance continued to recover moderately, returning to profitability after excluding one-time and extraordinary factors by accelerating efforts to reap rewards from emergency measures



*1. Gains on asset sales and one-time expenses in FY2019

Statement of Financial Position as of December 31, 2020



Total assets dropped ¥1 trillion from Ricoh Leasing de-consolidation, while financial stability improved

Assets

(Billions of yen)	As of Dec 31, 2020	Change from Mar 31, 2020	
Current Assets	1016.0	-1090.1	Cash pool in Group Impact of balancing
Cash & time deposits	328.7	+65.8	Sales of Ricoh Leasing shares and increases from financing
Trade and other receivables	346.3	-46.3	Decreases in year-end receivables and operating receivables from pandemic impact
Other financial assets	90.0	+2.8	
Inventories	204.6	+3.3	
Other current assets	46.2	+9.8	
Assets classified as held for sale*	0	-1125.5	Decrease from Ricoh Leasing de-consolidation
Non-current assets	830.8	+69.3	
Property, plant and equipment	194.4	-7.0	
Right-of-use assets	66.2	+6.8	
Goodwill and intangible assets	231.5	-0.3	
Other financial assets	131.9	-7.2	
Other non-current assets	206.7	+77.2	Ricoh Leasing shares posted as equity method investments
Total Assets	1846.8	-1020.7	

*Transfer of assets held for sale: Transferred related assets and liabilities to assets and liabilities held for sale in line with partial transfer of Ricoh Leasing shares

Exchange rate as of Dec 31, 2020: US\$ 1 = ¥ 103.50 (-5.33)
(change from Mar 31, 2020, rate) EURO 1 = ¥ 126.95 (+7.40)

Liabilities and Equity

(Billions of yen)	As of Dec 31, 2020	Change from Mar 31, 2020	
Current Liabilities	588.7	-960.1	
Bonds and borrowings	73.5	+22.0	
Trade and other payables	256.0	+10.0	
Lease liabilities	25.6	-1.5	
Other current liabilities	233.4	-21.6	Bonus reserve decrease
Liabilities directly related to assets held for sale *	0	-969.0	Decrease from Ricoh Leasing de-consolidation
Non-current Liabilities	356.7	+46.5	
Bonds and borrowings	168.7	+40.5	Increase in borrowings for pandemic and other measures
Lease liabilities	49.1	+10.3	
Accrued pension & retirement benefits	94.7	-5.0	
Other non-current liabilities	44.1	+0.6	
Total Liabilities	945.4	-913.6	
Total equity attributable to owners of the parent	897.8	-22.4	Decrease from net loss and dividend payments
Noncontrolling Interest	3.5	-84.6	Decrease from Ricoh Leasing de-consolidation
Total Equity	901.3	-107.1	
Total Liabilities and Equity	1846.8	-1020.7	
Total Debt	242.2	+62.6	

FY2020 9 months Statement of Cash Flows

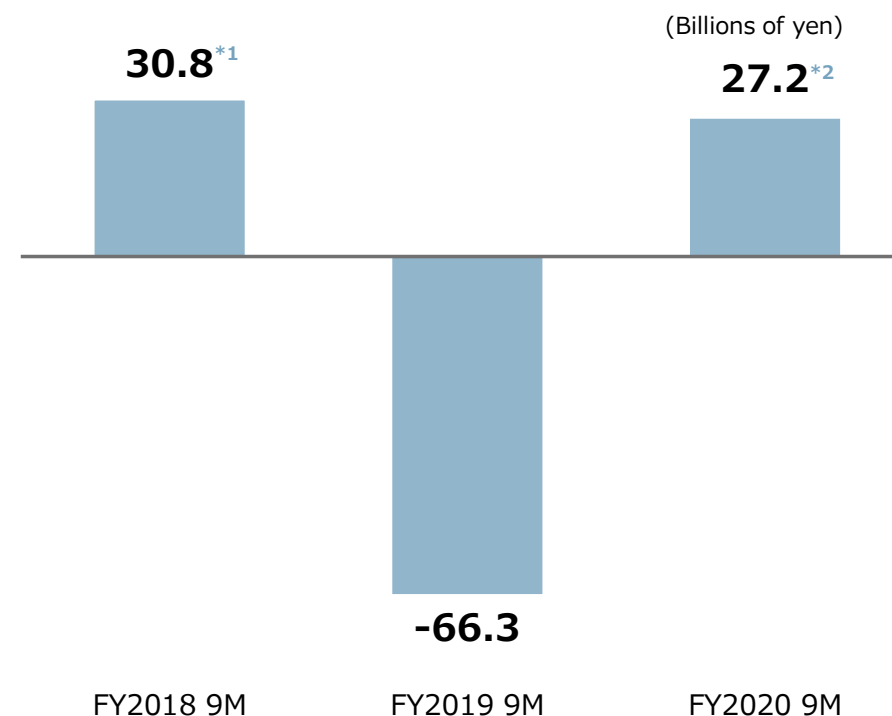


Free cash flow entered positive territory owing to working capital improvements and efforts to constrain investments amid declining earnings

(Billions of yen)	FY2019 9 months	FY2020 9 months
Profit	46.0	-22.4
Depreciation and amortization	91.5	79.6
Other operating activities	-78.7	15.1
Net cash provided by operating activities	58.8	72.3
Plant and equipment	-53.7	-27.5
Purchase of business	-16.1	-8.0
Other investing activities	-55.3	-9.5
Net cash used in investing activities	-125.2	-45.1
Increase (Decrease) of debt*	102.0	75.9
Dividend paid	-18.8	-14.8
Other financing activities	-25.9	-26.3
Net cash provided by financing activities	57.3	34.7
Effect of exchange rate changes	-1.8	0.2
Net increase in cash and cash equivalents	-10.8	62.1
Cash and cash equivalents at end of period	229.2	3,28.5
Free cash flow (Operating + Investing net cash)	-66.3	27.2

*debt: bonds and borrowings

Free cash flow



*1 Including ¥55.9 billion in proceeds from sale of Coca-Cola BCBJ shares

*2 Including ¥7.8 billion from transfer of Ricoh Leasing shares
Net increase by transfer of Ricoh Leasing shares
+¥36.8 billion: total share sales
- ¥28.9 billion: cash in Ricoh Leasing

FY2020 Full-Year Outlook and Actions

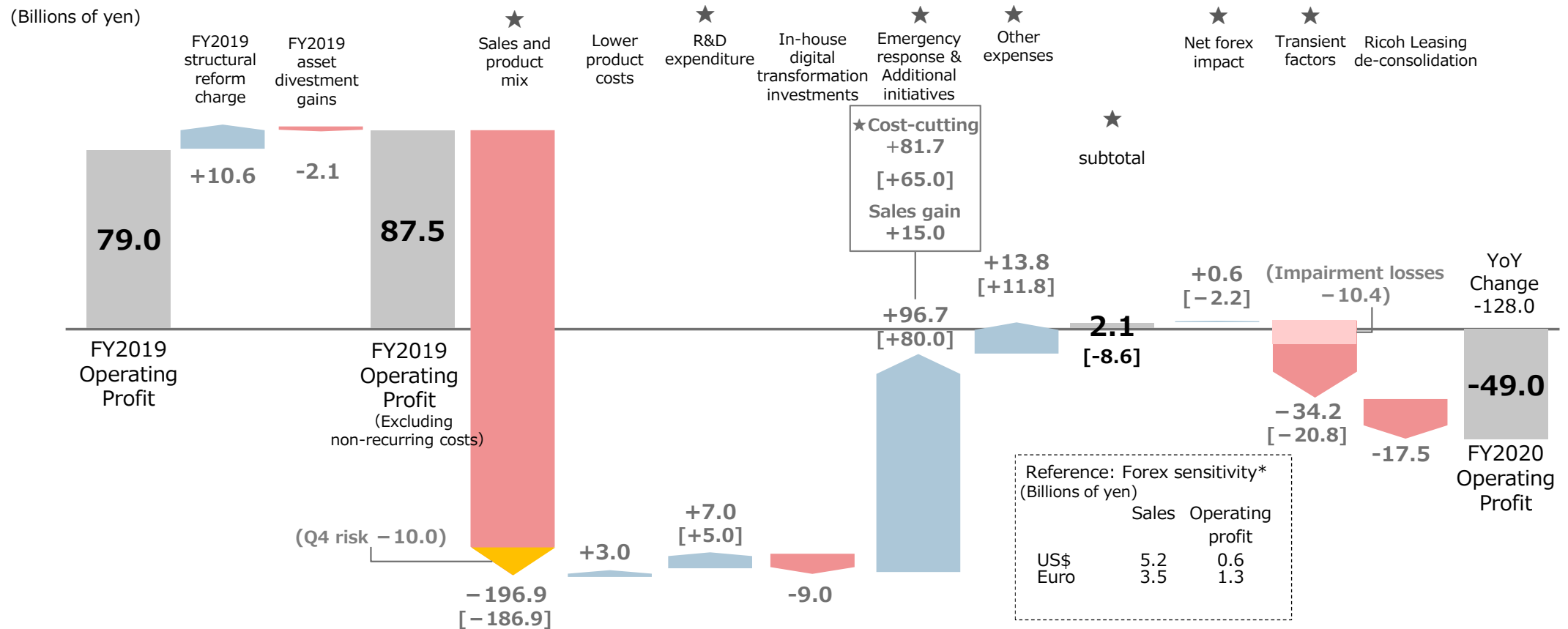
Forecasts for FY2020 - Key Indicators

Outlook unchanged: Notwithstanding earnings improvement in Q3, factoring in impacts of impairment charges and pandemic lockdowns

	FY2019	FY2020 forecast	YoY Change	(billions of yen)
Sales	2,008.5	1,664.0	-17.2%	
Gross profit	721.5	563.6	-21.9%	
Selling, general and administrative expenses	642.5	612.6	-4.7%	
Operating profit	79.0	-49.0	—	
Profit attributable to owners of the parent	39.5	-36.4	—	
ROE	4.3%	—	—	
Average exchange rates	Yen/US\$ 108.80 Yen/euro 120.90	105.82 121.77	-2.98 -0.87	
R&D expenditures	102.8	92.5	-10.2	
Capital expenditures	86.5	48.0	-38.5	
Depreciation	62.5	46.0	-16.5	

Forecasts for FY2020 - Operating Profit Comparisons

Looking to be profitable after stripping out transient expenses and impairment losses by more swiftly reaping benefits of structural reforms and measures



★ Items changed from previous forecast. Numbers in parentheses are values under previous forecast

Pandemic Impact Assumptions by Core Business

Have revised forecasts for each business in light of COVID-19 infections reemerging, with recovery paces varying across regions

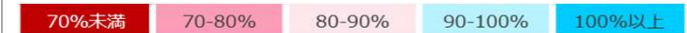
Previous assumptions
(in November 2020)

Q1 results Q2 results Q3 Q4

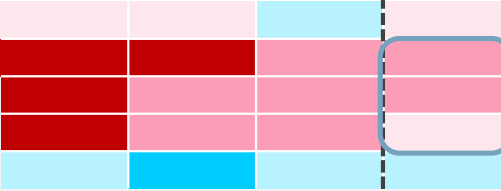
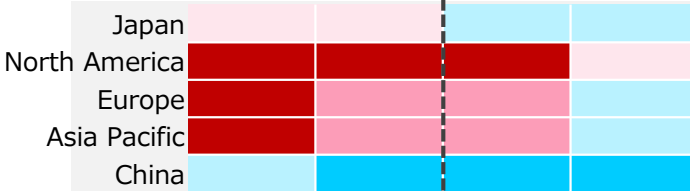
New assumptions

Q1 results Q2 results Q3 results Q4

Reference: Demand levels compared with previous year levels

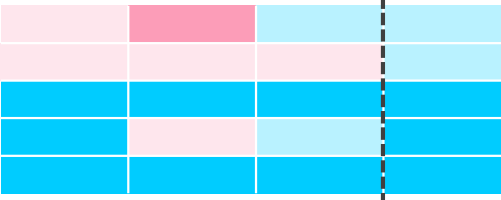
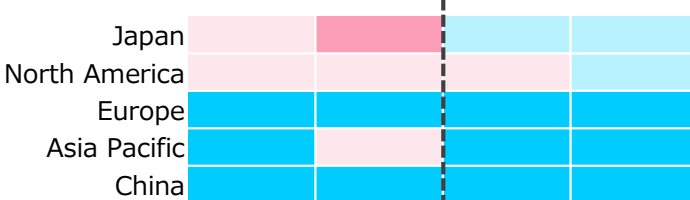


● Office Printing (Non-hardware)



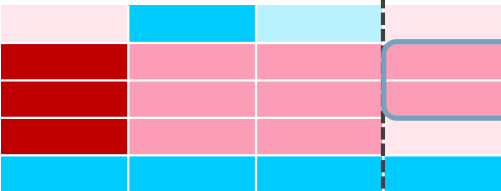
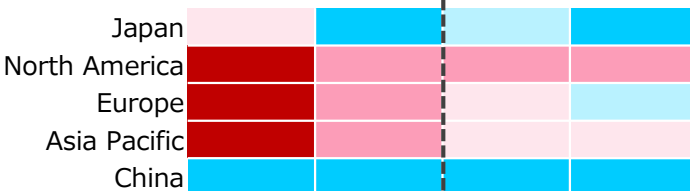
- Reviewed Q4 outlook in view of conditions in January
- Now expecting Q4 global demand to be around 3 percentage points lower than previously projected, owing primarily to European situation

● Office Services



- In Japan, Scrum Series sales remained buoyant, with revenues surging about 90% in Q3
- No change to previous assumptions for North America, as accelerating business deployments in line with customer needs
- Ongoing European, Asia-Pacific, and Chinese growth

● Commercial Printing



- Hardware investment constraints continuing, particularly in United States and Europe, amid prolonged pandemic impact
- Non-hardware demand recovery continuing

Progress with Emergency and Permanent Actions

Look to generate earnings greater than plan by accelerating measure deployments

Categories	Measures	9 months results	(at Q2 announcement)	Full year (New)	
Emergency measures	<ul style="list-style-type: none"> ● Trim SG&A expenses ● Optimize spending in line with activity declines ● Continue furloughs of overseas sales staff ✓ Cut costs through work practice reform ✓ Review benefits and allowances 	¥42.9 bn	¥31.0 bn	→ ¥47.7 bn	includes government subsidies about ¥19 bn
	<ul style="list-style-type: none"> ✓ Review development themes aimed at making Ricoh world's top manufacturer ✓ Digitalize headquarters business processes, etc. 				
Permanent measures	<ul style="list-style-type: none"> ✓ Reinforce digital manufacturing ✓ Optimize production sites to being a digital services company ✓ Enhance service operations productivity ✓ Accelerate global deployment of failure prediction and remote maintenance 	¥28.7 bn	¥34.0 bn	→ ¥34.0 bn	Improving 2pt OP business margin than FY19 with next year's earnings (at new normal environment)
	<ul style="list-style-type: none"> ✓ Tailor services businesses to local needs ✓ Continue rolling out products and services for new normal 	¥8.1 bn	¥15.0 bn	→ ¥15.0 bn	Continue Office Services growth
*Operating profit contributions					
Total		¥79.7 bn	¥80.0 bn	→ ¥96.7 bn	+¥16.7 bn

Summary of FY2020 Q3 Results

Q3 results

- Office Printing and other businesses recovered on improved office attendance rates
- Notwithstanding impairment losses, regained profitability in Q3 owing to impact of urgent measures

Q3 business conditions

- **Office Printing**
Achieved gradual recovery in non-hardware business and benefited more swiftly urgent measures, exceeding operating profit target
- **Office Services**
Performed solidly on package deployments in Japan and Europe, with IT and application services sales rising, for operating margin of 6.9%, a quarterly record
Stronger European structure contributed to earnings
- **Commercial Printing**
Although non-hardware demand recovered from e-commerce-related output, hardware investment appetite lackluster
- **Industrial Printing**
Near breakeven on demand recovery in China driving robust inkjet head and industrial printer sales

Full-year forecasts

- Forecasts retained in view of uncertain outlook in Q4 owing to COVID-19 mutations spreading in major nations
- Including impairment loss not in previous projection (so effectively an upward earnings revision of ¥10.4 billion)

Shareholder returns

- Looking to pay annual dividend of ¥15 per share

ESG update (FY2020 Q3)

ESG action

- Joins “30% Club Japan” aiming to increase the ratio of woman executives in companies



- Started business development of polylactic acid foam from renewable resources

Major awards and recognition

- Included in the Dow Jones Sustainability World Index

Member of

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

- Recognized for climate action leadership and included on the CDP climate change “A List” 2020



CLIMATE

- Wins the Grand Prix award at the Nikkei SDGs Management Grand Prix

Direction for FY2021 and Beyond

Turnaround in FY2021 (looking ¥50bn operating income level)

- **Accelerate reforms to bolster profitability** → Based on effectively regaining profitability in second half of FY2020
- **Continue Office Services growth**
- **Gradually recover from pandemic in Office Printing and Commercial Printing**
- **Lower one-time and extraordinary expenses** (Offsetting cost increasing in FY2021)

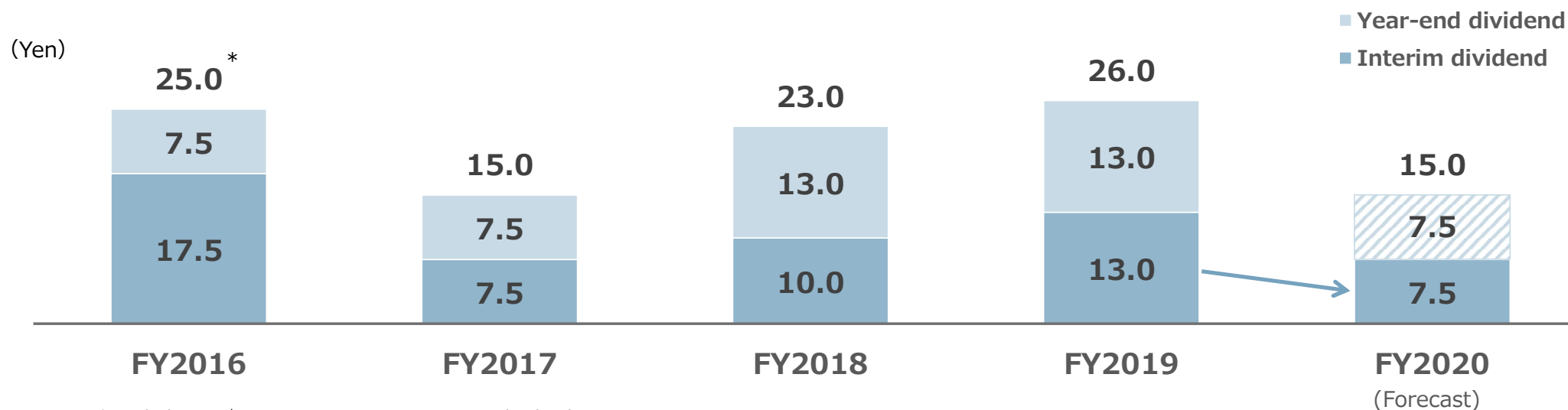
Medium-term strategy toward FY2025 to be announced

- **Accelerate transformation into digital services company by adopting business unit structure**
→ Invest in growth (for digital transformation, human capital, technologies, and acquisitions)
- **Manage business portfolio based on returns on investment capital**
- **Maintain capital policies in keeping with optimal capital structure**
- **Execution policy for additional shareholder returns announced on March 27, 2020**

Supplementary Information

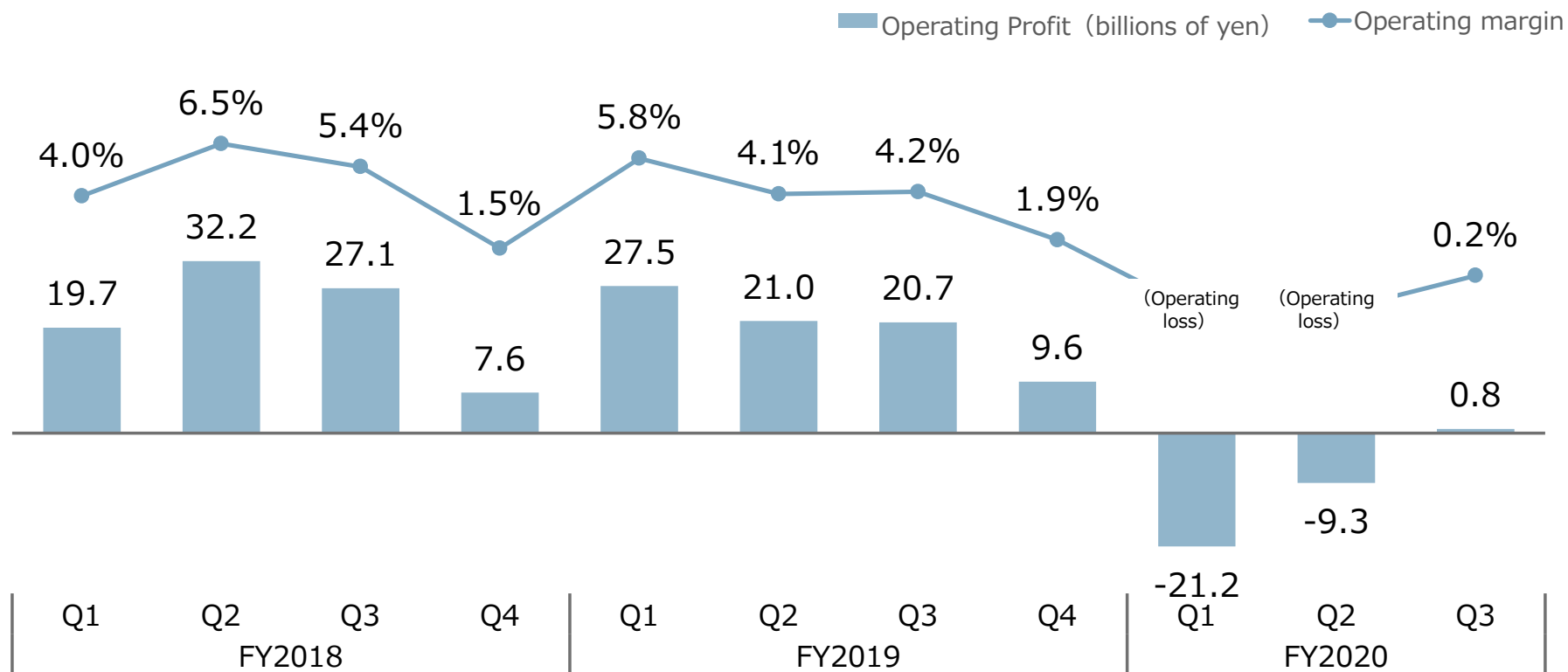
Capital Policies: Shareholder Returns

Maintain stable dividends notwithstanding projected losses for year, factoring in changes in cash flow generated and working capital changes



* Excluding 80th anniversary commemorative dividend

Quarterly Operating Profit



Office Printing: Hardware and Non-Hardware Situation

◆Unit sales growth rates for MFPs and printers

FY2020 YoY unit sales change	Q1	Q2	Q3	9M
Japan	-21%	-7%	-3%	-11%
Overseas	-32%	-14%	-16%	-20%
MFP total	-30%	-13%	-14%	-19%
LP total	-26%	-12%	-12%	-17%

◆Sales growth rates for MFP and printer hardware and non-hardware

excluding forex impact

FY2020 YoY sales change	Hardware				Non-hardware			
	Q1	Q2	Q3	9M	Q1	Q2	Q3	9M
Japan	-21%	-6%	+0%	-10%	-16%	-11%	-8%	-12%
Overseas	-31%	-14%	-19%	-21%	-44%	-30%	-27%	-34%
MFP total	-29%	-13%	-15%	-19%	-35%	-24%	-21%	-27%
LP total	-45%	-34%	-33%	-37%	-25%	-20%	-5%	-17%
MFP + Printer total	-31%	-15%	-17%	-21%	-33%	-23%	-18%	-25%

FY2020 YoY unit sales change	A3 MFP				A4 MFP			
	Q1	Q2	Q3	9M	Q1	Q2	Q3	9M
Japan	-21%	-6%	-4%	-11%	-18%	-19%	+8%	-10%
Overseas	-32%	-16%	-15%	-21%	-32%	-9%	-16%	-19%
MFP total	-30%	-14%	-13%	-19%	-31%	-10%	-15%	-18%

※ハード/ノンハード売上高伸び率の四半期推移は、別紙の連結経営指標推移（決算参考資料）をご参照ください

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