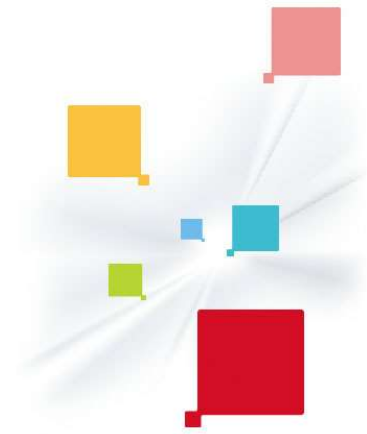


# Consolidated Results for Six Months Ended September 30, 2023



November 8, 2023  
Ricoh Company, Ltd.

The plans, prospects, strategies and other statements, except for historical events mentioned in these materials are forward-looking statements with respect to future events and business results. Those statements were based on the judgment of Ricoh's Directors from available information. Results may differ materially from those projected or implied in such forward-looking statements and from historical trends. Refrain from judgments based only on these 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 cause those results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trends
- b. Exchange rates and fluctuations
- c. Rapid technological innovations
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in intensely competitive markets

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This material is not an offer or a solicitation to make investments. Do not rely solely on these materials for your investments, decisions on which are your responsibility.

**Note: These materials define fiscal years as:**  
FY2023 (or fiscal 2023) = Fiscal year ended March 31, 2024, etc.

**Change in business category**

Effective from the fiscal year ending March 31, 2024, Ricoh recategorized the PFU business and some common expenses from the Other segment into Ricoh Digital Products and Ricoh Digital Services.

## **Overview of FY2023 First-Half Results**

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- Presentation by Takashi Kawaguchi, CFO

### Results

- Sales rose but earnings declined, and operating profit was below target
  - ✓ Unit sales of MFPs recovered less than expected amid ongoing production adjustments and product mix impacts
  - ✓ Thermal business failed to reach targets owing to weak economy, primarily in Europe
  - ✓ Postponed some asset and business disposals to second half of year or beyond
- Increased Office Services sales and earnings, with recurring revenues climbing 21% YoY, for steady revenue base growth
  - In Japan, Scrum Series performed well, with sales surpassing targets
  - In Europe, sales remained strong, particularly among acquired companies, notwithstanding weak economy and sluggish demand for ICT products
- Ricoh Graphic Communications surpassed targets, including after factoring in forex impacts and expenditure controls, in boosting revenue and earnings

### Forecasts

- In view of conditions in first half, reviewing assumptions for foreign exchange, market environment, and all businesses, and project operating profit of ¥70 billion and ROE of 5%

### Shareholder Returns

- Retaining planned interim dividends per share of ¥18 (¥36 annually)

- I would like to present key points about our performance in the first half of fiscal 2023.
- Sales rose but earnings declined. Operating profit was below target. There were three main reasons for this.
- The first factors were ongoing production adjustments and a product mix downturn at RICOH Digital Products, due to the less-than-expected recovery in unit sales of A3 MFPs.
- Second, sales and earnings were down in the Thermal business. This owed primarily to weakening economic conditions, particularly in Europe.
- The third factor was that we postponed some asset and business disposals. The optical business disposal that we announced recently was supposed to be in the first half of the year. We pushed it back to the second half or beyond.
- We increased Office Services sales and earnings. Recurring revenues climbed 21% year on year on steady revenue base growth. The Scrum Series performed well in Japan, with sales surpassing targets by jumping 59% from a year earlier, to around 65 billion yen. In Europe, sales remained strong, particularly among acquired companies, notwithstanding a weak economy and sluggish demand for ICT products.
- Ricoh Graphic Communications boosted revenue and earnings after factoring in the impacts of foreign exchange and restructuring charges.
- It was in view of these first-half results that we revised our assumptions for the second half. After reviewing assumptions for foreign exchange, the market environment, and all businesses, we now project full-year sales of 2,330 billion yen, operating profit of 70 billion yen, and an ROE of 5%. We are retaining our planned interim dividends per share of 18 yen for the first half and 36 yen for the full term.

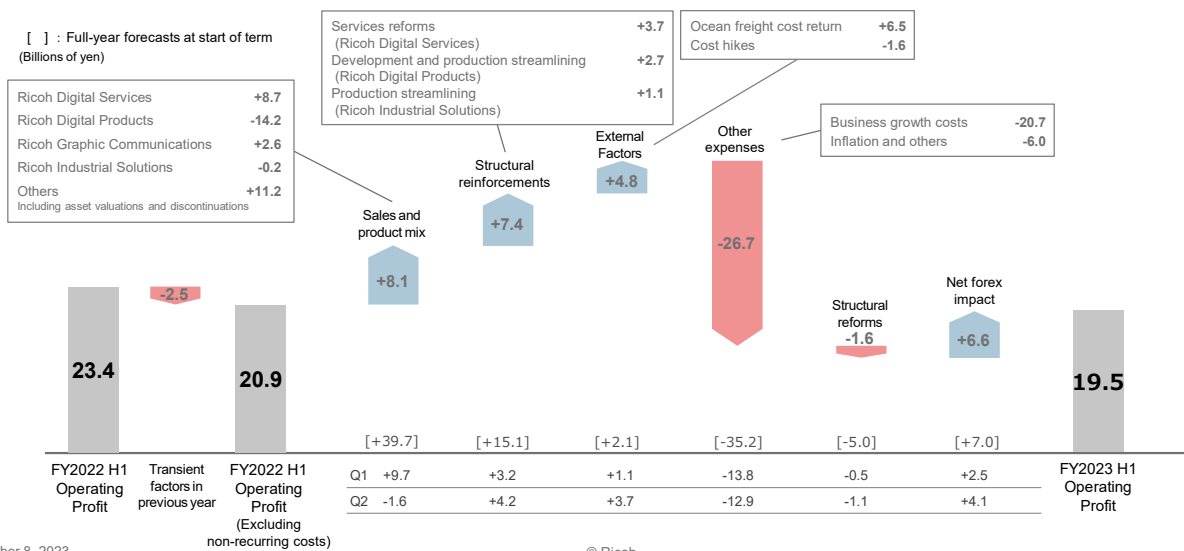
## Key Indicators

(Billions of yen)	FY2022	H1	FY2023	H1	Change	
Sales		973.5		<b>1,112.5</b>	<b>+139.0</b>	+14.3%
Gross profit		346.2 (35.6%)		386.2 (34.7%)	+39.9	+11.5%
Selling, general and administrative expenses		322.8 (33.2%)		366.7 (33.0%)	+43.8	+13.6%
Operating profit		23.4		<b>19.5</b>	<b>-3.8</b>	-16.6%
Operating margin		2.4%		1.8%	-0.6pt	-
Profit attributable to owners of the parent		14.9		<b>15.6</b>	<b>+0.7</b>	+4.7%
EPS(Yen)		23.87		25.63	+1.76	
Average exchange rates	Yen/US\$	133.92		140.92	+7.00	
	Yen/euro	138.70		153.36	+14.66	
R&D expenditures		49.7		54.9	+5.1	
Capital expenditures		18.4		21.9	+3.4	
Depreciation		20.4		21.4	+0.9	

- These highlights from our Consolidated Statement of Profit and Loss show that first-half sales were up, operating profit declined, and that profit attributable to owners of the parent was up slightly.

# Operating Profit Comparisons

- ✓ Sales mix weaker than expected for Office Printing hardware, with Ricoh Industrial Solutions thermal products experiencing market inventory adjustments and weaker demand
- ✓ Progresses as planned with structural reinforcements and in terms of external factor impacts
- ✓ Other expenses, including for PFU consolidation, as planned



November 8, 2023

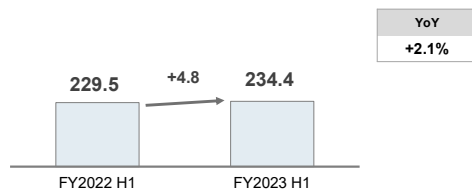
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- Here, we show factors in our operating profit.
- I will explain the prime reasons that operating profit dropped from 23.4 billion yen in the first of last fiscal year, to 19.5 billion yen in the period under review.
- First, the product and sales mix added 8.1 billion yen. This was short of 25 billion yen planned for the first half as part of a full-year target of 39.7 billion yen. The main factor there was a 14.2 billion yen drop at RICOH Digital Products. Earnings from production were lower than targeted owing to ongoing manufacturing adjustments because of a failure to reach A3 MFP unit sales target and a deteriorating product mix from A3 MFP shipments falling.
- We are progressing as planned in a drive to generate 15.1 billion yen for the year from structural reinforcements.
- On the external factor front, there was an ocean freight cost return. We will maintain a slightly conservative outlook there, and we believe the situation could become even more positive.
- The other expenses impact of 26.7 billion yen was quite large, although half of that related to PFU, which we acquired in September last year. So, of 13.0 billion yen, half of which excludes PFU, 6.0 billion yen represented increases in personnel costs owing to inflation and other factors and also included other cost rises.

## Sales up but earnings down on MFP production adjustments, product mix changes, and slow scanner sales

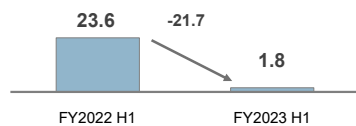
### Sales

(Billions of yen)



### Operating profit

(Billions of yen)



Note:

- Part of PPU business portion allocated to Other was transferred to Ricoh Digital Products
  - As of the third quarter of FY2022, Ricoh incorporated part of the Industrial Solutions business in the Digital Products business segment.
- The company accordingly retroactively applied figures for FY2022.

### Overview

- Missed gross profit target because internal sales declined owing to A3 MFP production adjustments and product mix changes owing to increased A4 MFP production
- Structural reinforcements progressed as planned
- Scanner sales were less than forecast because of weak economic conditions in the Americas
- Prepared to form joint venture with Toshiba Tec Corporation

### Joint venture overview

- Integrate development and production of edge devices, focusing on MFPs  
Investment stakes: Ricoh 85% and Toshiba Tec 15%
- Launch scheduled for Q1 FY2024

#### ① Provide highly competitive products

- Develop attractive products by generating technological synergies
- Become more cost competitive through economies of scale
- Stabilize product supplies by optimizing production sites

#### ③ Accumulate and share technology and expertise know-how to create new commercial products and edge devices

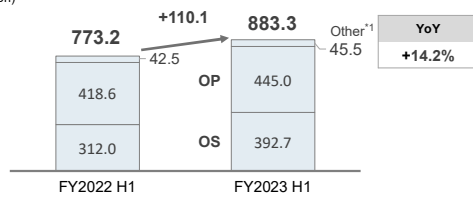
#### ② Expand business by acquiring more suppliers

- I will now explain business unit performances.
- First is RICOH Digital Products, whose details I have just outlined.
- We have presented an overview of the joint venture with Toshiba Tec in the lower right-hand corner of this slide.

Office Services continued to drive profit growth, reaching operating profit target

## Sales

(Billions of yen)

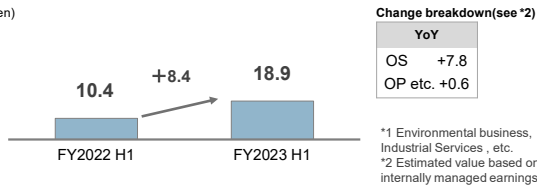


## Overview

- Office Printing (Sales) Percentage increase after excluding forex impact  
 Hardware: Sales rose 8%; controlled pricing to overcome unit sales shortfall  
 Non-hardware: Sales down 2%, which was broadly as expected
- Office Services  
 Sales increased primarily in IT and application services  
 Communication services grew on growth investments  
 Recurring revenues rose 21%, with revenue base continuing to expand

## Operating profit

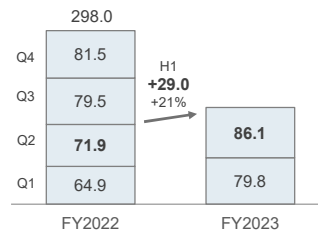
(Billions of yen)



\*1 Environmental business, Industrial Services, etc.  
 \*2 Estimated value based on internally managed earnings

## Recurring Sales

(Billions of yen)



\*Part of PFU business portion allocated to Others was transferred to Ricoh Digital Services.  
 Part of business allocated to Office Printing was transferred to Office Services and the figures retroactively to FY2022

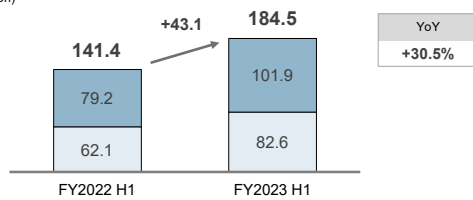
- Here, we show the overall performance of RICOH Digital Services.
- Sales and operating profit both increased in the first half. In Office Services, a particular emphasis was on recurring revenues, which rose 21% during the term.



Scrum Series continued to grow, progressed steadily in building recurring revenues in IT and application services

## Sales

(Billions of yen)



- Scrum Packages (targeting small and medium-sized enterprises)
  - ✓ Grew steadily in Q2, with H1 sales climbing 30% YoY
  - ✓ Drivers were invoice system support and other back office-related businesses and security-related services
- Scrum Assets (targeting mid-sized companies)
  - ✓ Sales continued to rise solidly, jumping 93% YoY in H1 sales
  - ✓ Demand was solid for work style reform and security-related services
  - ✓ PC replacement demand started, with ancillary services performing well
- RICOH kintone plus
  - ✓ Contract numbers grew steadily

## Sales by Category

(Billions of yen)

(excluding forex impact)

FY2023 H1	Sales	YoY
<b>Office services business</b>	<b>184.5</b>	<b>+31%</b>
IT infrastructure (hardware and software)	80.2	+37%
<b>IT services</b> (including maintenance and outsourcing)	<b>47.8</b>	<b>+44%</b>
<b>Application services</b> (business-specific apps and in-house apps)	<b>45.6</b>	<b>+17%</b>
Communication services	8.8	+0%
Business Process Services	2.0	+6%

## Scrum series performance

(Billions of yen)

Sales	FY23 H1	YoY
Scrum Packages	28.5	130%
Scrum Assets	36.3	193%
<b>Total</b>	<b>64.8</b>	<b>159%</b>

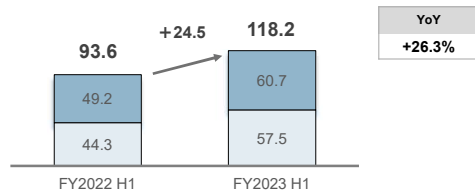
Unit	FY23 H1	YoY
Scrum Packages	42,353	112%

- I will now take you through regional results for Office Services.
- In Japan, the Scrum series performed well. Drivers for our Scrum Package performance included products related to invoice system compliance. Back-office and security-related products did well along with Scrum Packages and Assets.

While economic climate was subdued, application services enjoyed steady growth

## Sales

(Billions of yen)



- Although weak economic conditions affected demand for IT products, services businesses remained solid, especially at acquired companies (whose revenues rose 41%)
- Demand for DocuWare and other application services remained robust, contributing to recurring revenue gains
- Acquired PFH Technology Group in June this year
  - ✓ An IT services provider based in Ireland, the center of the IT industry and the business hub of Europe.
  - ✓ We will leverage PFH's customer base and expertise to accelerate efforts to generate synergies and develop digital services across Europe

## Sales by Category (Billions of yen)

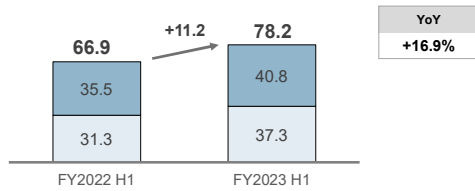
FY2023 H1	Sales	YoY	excluding forex impact
<b>Office services business</b>	<b>118.2</b>	<b>+26%</b>	<b>+14%</b>
IT infrastructure (hardware and software)	44.8	+34%	+21%
<b>IT services</b> (including maintenance and outsourcing)	<b>31.4</b>	<b>+26%</b>	<b>+14%</b>
<b>Application service</b> (business-specific apps and in-house apps)	<b>15.3</b>	<b>+31%</b>	<b>+18%</b>
<b>Communication services</b>	<b>14.4</b>	<b>+21%</b>	<b>+9%</b>
Business Process Services	12.1	+6%	-4%

- In Europe, we experienced solid growth, particularly among acquired companies.
- In June this year, we acquired Ireland-based PFH Technology Group, which we had been looking to purchase for many years. We will collaborate to develop synergies across Europe.

Cenero's communication services expanded, centered on large companies

## Sales

(Billions of yen)



- Continued to reinforce services for key sectors (healthcare, finance, retailing, insurance, and manufacturing)
- Endeavored to enhance Business Process Services profitability
  - ✓ Improved work efficiency through automation and controlled pricing
- Generated synergies with Cenero (acquired in September 2022)
  - ✓ Offered its highly competitive audiovisual services to existing customers in the Americas, building pipeline of more than 100 deals
  - ✓ Progressed in generating new deals to expand global communication services

## Sales by Category (Billions of yen)

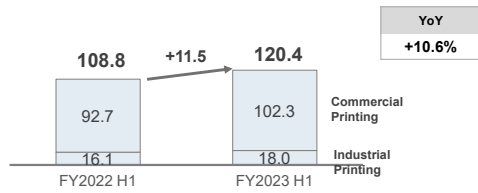
FY2023 H1	Sales	YoY	excluding forex impact
<b>Office services business</b>	<b>78.2</b>	<b>+17%</b>	<b>+11%</b>
IT infrastructure (hardware and software)	4.0	+4%	-1%
IT services (including maintenance and outsourcing)	7.7	+1%	-4%
<b>Application services (business-specific apps and in-house apps)</b>	<b>10.9</b>	<b>+21%</b>	<b>+15%</b>
<b>Communication services</b>	<b>7.5</b>	<b>+313%</b>	<b>+292%</b>
<b>Business Process Services</b>	<b>47.9</b>	<b>+8%</b>	<b>+2%</b>

- In the Americas, Cenero, a communications services company that we acquired last year, is progressing in expanding its managed audiovisual services to customers across the region. This has begun to contribute to recurring revenues.

Revenues and earnings rose, while structural reform costs were lower than expected

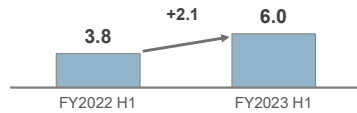
## Sales

(Billions of yen)



## Operating profit

(Billions of yen)



## Overview

### Commercial Printing

- Hardware: Benefited from ongoing digital printing investment appetite. Bolstered pipeline with new products offering high image quality, paper compatibility, and reduced workload.
- Non-hardware: Continued growth, exceeding pre-pandemic levels.

### Industrial Printing

- Inkjet heads: Demand remained strong for bulk piezo printheads, with revenues continuing to grow.

### Sales YoY

(Excluding forex impact)

	FY2022				FY2023	
	Q1	Q2	Q3	Q4	Q1	Q2
Hardware	114%	121%	129%	137%	105%	110%
Non-hardware	110%	108%	102%	105%	104%	101%

### By region (hardware + non-hardware)

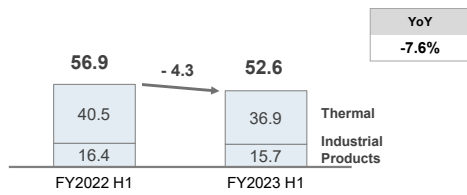
Japan	103%	105%	95%	111%	88%	95%
Americas	112%	112%	119%	122%	106%	109%
EMEA	116%	112%	104%	120%	102%	99%

- For RICOH Graphic Communications, Commercial Printing hardware and non-hardware figures surpassed last year's results. We bolstered our pipelines with new products. These should contribute to earnings in the second half and beyond.

Sales and earnings declined as customer inventory adjustments and weak demand hampered thermal business

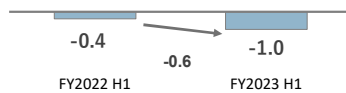
## Sales

(Billions of yen)



## Operating profit

(Billions of yen)



## Overview

### Thermal

- ✓ While market inventory adjustment peaked in Europe and United States, demand slowed amid weaker business environment in Europe
- ✓ Kept reducing costs and controlled pricing by streamlining purchasing and production
- ✓ Progressed steadily in providing total solutions through finished products and cultivated label-free thermal printing product customers in Japan

### Industrial Products

- ✓ Optical projector sales declined amid economic slowdown in China, but sales for automotive applications recovered. Announced agreement to transfer optical business next year

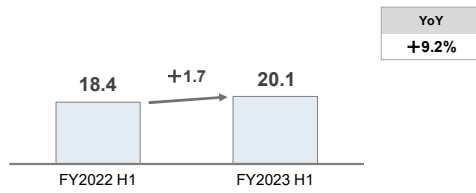
As of the third quarter of FY2022, Ricoh incorporated part of the Industrial Solutions business in the Digital Products business segment. The company accordingly retroactively applied figures FY2021.

- At RICOH Industrial Solutions, the performance of the Thermal business was disappointing. We will continue with pricing controls, and started cutting costs after the second half began. We aim to turn our performance around as much as possible.

## Controlled costs in new business areas

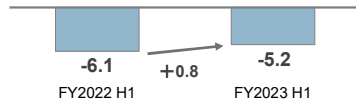
### Sales

(Billions of yen)



### Operating profit

(Billions of yen)



### Overview

- **Smart Vision**  
While data services sales continue rising, sales of advanced models were sluggish  
Pursued recovery by catering to customer requests
- **Drug discovery support**  
Contract manufacturing services in research stages performed solidly  
Stepped up efforts to cultivate customers for contract manufacturing services for investigational agents
- **Extensively managed new business portfolio**
- **Cameras**  
Again performed well

\*Part of PFU business portion allocated to Other was transferred to Ricoh Digital Products and Ricoh Digital Services.

# Statement of Financial Position

- Total assets declined ¥50.4 billion yen in real terms after excluding foreign exchange impact
- While inventories rose on forward procurement to cover H2 demand and forex impact, sales inventories declined as expected. Will further optimize inventories toward end of fiscal year

## Assets

(Billions of yen)	As of September 30, 2023	Change from Mar 31, 2023	
<b>Current Assets</b>	<b>1,157.1</b>	<b>-18.1</b>	
Cash & time deposits	162.6	-59.4	Strategic investments and loan repayments
Trade and other receivables	469.2	-7.1	
Other financial assets	103.2	+9.3	
Inventories	340.6	+26.2	Advance procurements Inventory formation in factory
Other current assets	81.4	+12.9	
<b>Non-current assets</b>	<b>1,053.6</b>	<b>+78.9</b>	
Property, plant and equipment	201.6	+5.1	
Right-of-use assets	59.9	+2.9	
Goodwill and intangible assets	406.2	+39.8	Strategic investments (including ICT investment in Europe.)
Other financial assets	155.3	+20.1	
Other non-current assets	230.4	+10.8	
<b>Total Assets</b>	<b>2,210.7</b>	<b>+60.8</b>	

## Liabilities and Equity

(Billions of yen)	As of September 30, 2023	Change from Mar 31, 2023
<b>Current Liabilities</b>	<b>856.0</b>	<b>+26.9</b>
Bonds and borrowings	171.7	+13.9
Trade and other payables	280.7	-31.6
Lease liabilities	22.4	-3.7
Other current liabilities	381.1	+48.4
<b>Non-current Liabilities</b>	<b>324.5</b>	<b>-38.2</b>
Bonds and borrowings	175.4	-29.6
Lease liabilities	46.3	+8.1
Accrued pension & retirement benefits	40.6	-0.4
Other non-current liabilities	60.2	-16.3
<b>Total Liabilities</b>	<b>1,180.5</b>	<b>-11.3</b>
<b>Total equity attributable to owners of the parent</b>	<b>1,004.2</b>	<b>+72.7</b>
Noncontrolling Interest	25.9	-0.5
<b>Total Equity</b>	<b>1,030.2</b>	<b>+72.1</b>
<b>Total Liabilities and Equity</b>	<b>2,210.7</b>	<b>+60.8</b>
<b>Total Debt</b>	<b>347.2</b>	<b>-15.7</b>

Exchange rate as of Sep 30, 2023: US\$ 1 = ¥ 149.58 (+16.05)  
(change from Mar 31, 2023, rate) EURO 1 = ¥ 158.00 (+12.28)

November 8, 2023

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- Turning to the Statement of Financial Position, there were no major changes during the term.
- One notable development was that cash & time deposits decreased 59.4 billion yen. This was due to increases in inventories, acquisitions, and interest-bearing debt repayments.
- Foreign exchange impacts inflated total assets. After excluding that factor, total assets shrank 50.4 billion yen.

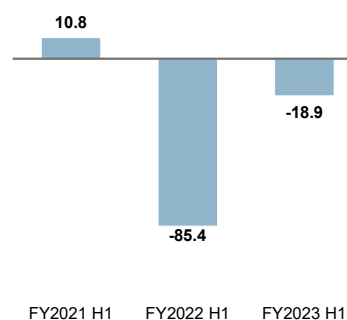
## Statement of Cash Flows

Despite such strategic investments as European ICT company acquisitions, negative free cash flow shrunk YoY owing to PFU acquisition in the previous fiscal year

(Billions of yen)	FY2022 H1	FY2023 H1
Profit	15.3	<b>15.3</b>
Depreciation and amortization	45.0	<b>53.0</b>
Other operating activities	-64.1	<b>-36.9</b>
Net cash provided by (used in) operating activities	-3.7	<b>31.4</b>
Plant and equipment	-16.7	<b>-21.6</b>
Purchase of business, net of cash acquired	-48.6	<b>-13.1</b>
Other investing activities	-16.3	<b>-15.6</b>
Net cash provided by (used in) investing activities	-81.7	<b>-50.3</b>
Net increase of debt and bonds	98.3	<b>-22.3</b>
Dividends paid	-8.2	<b>-10.3</b>
Payments for purchase of treasury stock	-30.0	<b>-0</b>
Other financing activities	-16.0	<b>-16.6</b>
Net cash provided by (used in) financing activities	44.0	<b>-49.3</b>
Effect of exchange rate changes on cash and cash equivalents	11.5	<b>10.3</b>
Net increase (decrease) in cash and cash equivalents	-29.8	<b>-57.9</b>
Cash and cash equivalents at end of period	204.1	<b>152.9</b>
<b>Free cash flow*</b>	<b>-85.4</b>	<b>-18.9</b>

### Free Cash Flow

(Billions of yen)



\*Free cash flow: net cash used in operating activities plus net cash used in investing activities



## **FY 2023 Outlook**

## Key Indicator Outlooks for FY2023

	(Billions of yen)	FY2023 Initial forecast	FY2023 Forecast	Change	FY2022 Results	YoY
Sales		2,250.0	<b>2,330.0</b>	+3.6%	2,134.1	+9.2%
Gross profit		790.0	815.0	+3.2%	745.4	+9.3%
Selling, general and administrative expenses		720.0	745.0	+3.5%	666.6	+11.7%
Operating profit		70.0	<b>70.0</b>	-	78.7	-11.1%
Operating margin		3.1%	3.0%	-0.1pt	3.7%	-0.7pt
Profit attributable to owners of the parent		50.0	50.0	-	54.3	-8.0%
EPS (Yen)		82.09	82.09	-	88.13	-6.04円
ROE		5.3%	<b>5%</b>	-0.3pt	5.9%	-0.9pt
ROIC		4.1%	<b>4%</b>	-0.1pt	4.9%	-0.9pt
Average exchange rates	Yen/US\$ Yen/euro	125 135	142.96 154.18	+17.96円 +19.18円	135.49 140.91	+7.47円 +13.27円
R&D expenditures		108.0	108.0	-	107.7	+0.2
Capital expenditures		48.0	48.0	-	45.4	+2.5
Depreciation		43.0	43.0	-	41.9	+1.0

\*FY2023 H2 exchange rate assumptions: US\$1 = ¥145, €1 = ¥155

November 8, 2023

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- Here, you see our key indicator outlooks for fiscal 2023. In view of conditions in the first half, particularly in August and September, we reassessed our outlook for the second half and consequently revised our outlook for the full term.
- We lifted our sales projection by 80 billion yen, to 2,330 billion yen. We again forecast 70 billion yen in operating profit. We look for an operating margin of 3% and an ROE of 5%.
- One revision has been to our foreign exchange assumptions. At the start of the term, we assumed rates of 125 yen to the dollar and 135 yen to the euro. We now assume to 142 yen to the dollar and 154 yen to the euro (145 yen to the dollar and 155 yen to the euro in the second half).
- We will also deploy a range of measures to drive sales through the second half. I note that while we face intense price competition with some rivals in Europe, but we do not intend to fully engage in such a contest. We will engage in limited measures to maintain important customers and machine-in-field numbers.

# FY2023 Outlook Operating Profit Comparisons

- Reducing sales mix in view of changes in overseas markets and price offensives in Office Printing
- Maintaining initial inflation and other expenses assumptions
- Revising foreign exchange assumptions

[ ] : Initial forecasts

Ricoh Digital Services	+13.8	[+17.2]
Ricoh Digital Products	-18.9	[-8.3]
Ricoh Graphic Communications	+7.9	[+9.7]
Ricoh Industrial Solutions	+3.4	[+4.8]
Others Including asset valuations	+12.0	[+16.3]

Services reforms (Ricoh Digital Services)	+7.4	[+7.4]
Development and production streamlining (Ricoh Digital Products)	+6.5	[+7.1]
Production streamlining (Ricoh Industrial Solutions)	+1.7	[+0.6]

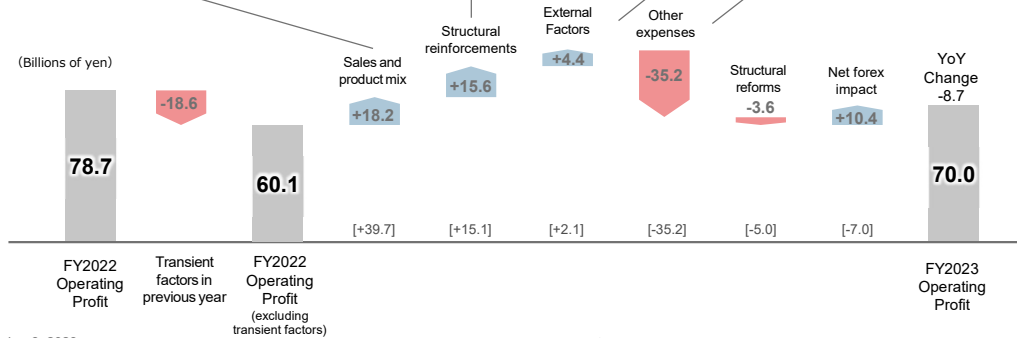
Ocean freight cost return	+6.8	[+6.8]
Cost hikes	-2.4	[-4.7]

Business growth costs	-26.0	[-26.0]
Inflation and others	-9.2	[-9.2]

### Key indicators

Office Printing sales:  
Hardware up 7% and non-hardware down 1%  
(from FY2022 levels)

Scrum Series sales:  
Packages ¥61.1 billion and Assets ¥67.9 billion



Reference: Foreign exchange rate sensitivity\*

(Billions of yen)	Sales	Operating profit
US\$	4.4	0.1
Euro	3.7	0.8

\*Annual impact per ¥1 change in exchange rates

- Turning to our operating profit comparisons, in view of current circumstances we expect the sales mix to improve in the second half.

## Segment Sales and Operating Profit

(Billions of yen)		FY2022 Results	FY2023 Forecast (previous)	FY2023 Forecast	change
<b>Ricoh Digital Services</b>	Sales	1,684.3	1,750.3	1,800.0	+49.7
	Operating profit	31.3	37.9	43.4	+5.5
<b>Ricoh Digital Products</b>	Sales	493.4	526.6	497.0	-29.5
	Operating profit	34.7	30.9	21.4	-9.5
<b>Ricoh Graphic Communications</b>	Sales	234.8	253.0	272.0	+19.0
	Operating profit	14.5	1.5	10.9	+9.4
<b>Ricoh Industrial Solutions</b>	Sales	116.3	142.0	135.2	-6.7
	Operating profit	3.1	8.4	6.1	-2.2
<b>Other</b> (Camera, New business)	Sales	40.5	50.1	46.5	-3.6
	Operating profit	-9.4	-6.9	-9.1	-2.2
<b>Eliminations and corporate</b>	Sales	-435.3	-472.0	-420.7	+51.2
	Operating profit	4.3	-1.9	-2.8	-0.8
<b>Total</b>	<b>Sales</b>	<b>2,134.1</b>	<b>2,250.0</b>	<b>2,330.0</b>	<b>+80.0</b>
	<b>Operating profit</b>	<b>78.7</b>	<b>70.0</b>	<b>70.0</b>	<b>0</b>

- We have updated our segment sales and operating profit projections in light of the revision of our overall forecast.

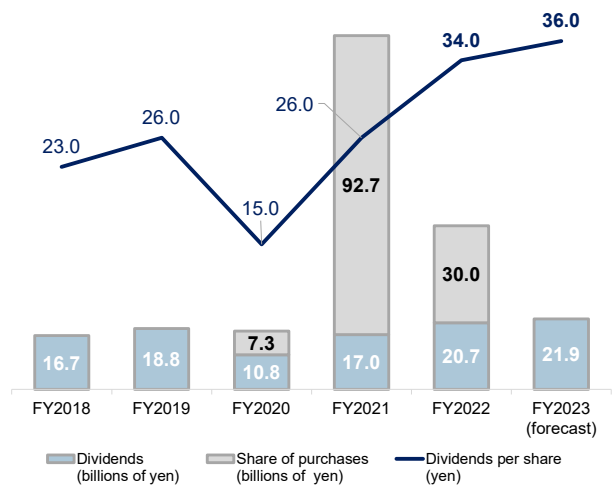
# Shareholder Returns

Initial forecasts unchanged

- Maintain 50% total return ratio as a guideline
- Lift earnings per share by boosting dividends and repurchasing shares

### Dividends

- Boost to ¥36 per share in FY2023 (¥18 interim and ¥18 year-end)
- Keep reviewing cash flow allocations and flexibly execute capital policies in line with operating climate and based on the business environment and progress with strategic investments.



- We have retained our initial forecast for shareholder returns.

# Appendix

# Segment Overview

Business Segments	Key Businesses and Functions	Core Products and Services
Ricoh Digital Services	Office Services	IT infrastructure (including hardware), IT services, application services, communication services (including hardware), and Business Process Services
	Office Printing (Sales)	<b>Hardware: MFPs, printers</b> <b>Non-hardware: Consumables, services, and support</b>
	Other	Businesses running independently in regions (Including environmental energy and Ricoh Service Advantage)
Ricoh Digital Products	Office Printing (Development and manufacturing)	<b>Hardware: MFPs, printers, and communication devices</b> <b>Non-hardware: Consumables</b> <b>Other: Scanners and electrical units</b>
Ricoh Graphic Communication	Commercial Printing	Hardware: Production printers Non-hardware: Consumables, services, and support
	Industrial Printing	Hardware: Inkjet heads and industrial printers Non-hardware: Consumables, services, and support
Ricoh Industrial Solutions	Thermal	Thermal paper, thermal transfer ribbons, and label-less thermal
	Industrial Products	Industrial optical components, precision instrument components, and industrial equipment

In-house sales to Ricoh Digital Services and original equipment manufacturing

## Key Performance Indicators for Major Measures

(Billions of yen)

		KPI	FY21	FY22	FY23	
			results	results	forecast (full year)	H1 results
RDS (OP)	Hardware sales YoY (excluding forex impact)	Sales	96%	111%	107%	108%
	Non-gardware sales YoY (excluding forex impact)	Sales	104%	101%	99%	98%
	Service reforms	Expenses	13.0	10.1	7.4	3.7
RDS (OS)	Scrum packages	Sales	48.4	49.4	61.1	28.5
	Scrum assets	Sales	31.3	57.7	67.9	36.3
	Recurring business	Sales	-	298.0	FY25 target 380.0 (CAGR 8%)	166.0 +21%(YoY)
RDP	Development and production streamlining	Expenses	12.2	5.8	7.1	2.7
RIS	Production streamlining	Expenses	13.0	10.1	0.6	1.1



# Becoming a Digital Services Company

**Digital Services**  
**Sales Ratio**  
Frontlines digitalization  
Office digital services

**FY22**  
**44%**  
7% 37%

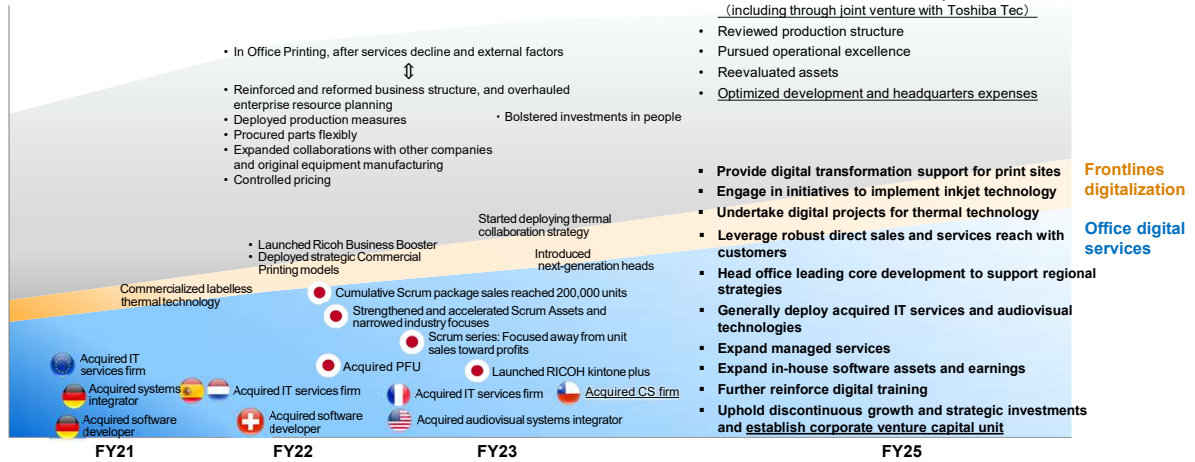
**FY23 H1**  
**46%**  
7% 39%

**FY23 forecast**  
**49%**  
8% 40%

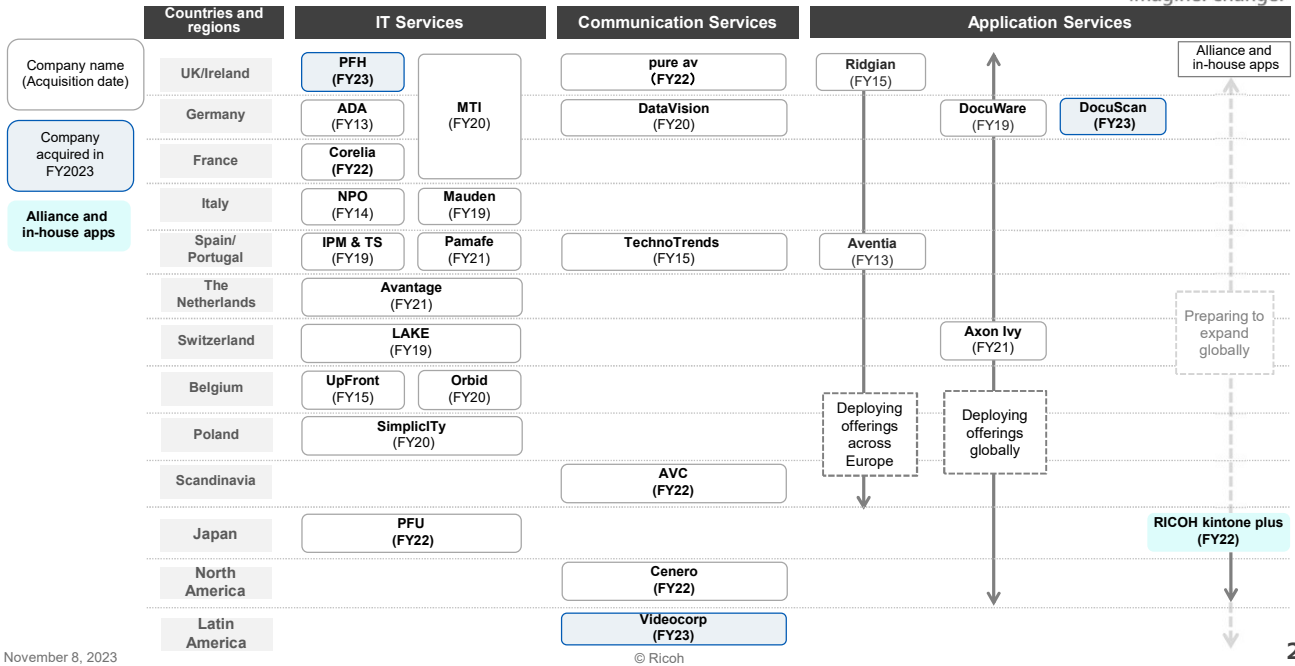
**FY2025 sales**

**60%+**  
13% 50%

Largely through Office Services and overall growth



# Organizational expansion progress

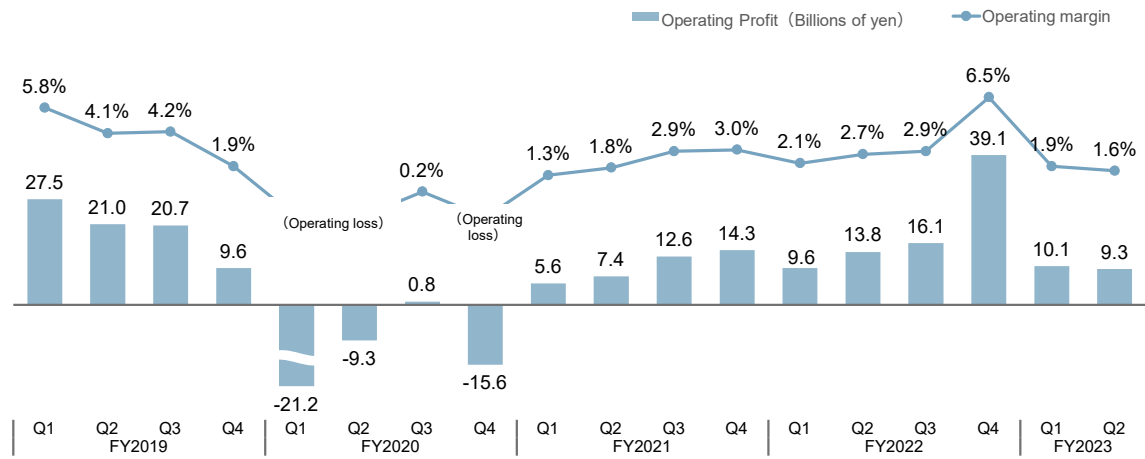


November 8, 2023

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- Finally, we present our organizational expansion progress.

# Quarterly Operating Profit



## Office Printing

Sales compared with same period in the previous year

	(Excluding forex impact)							
	FY2022				FY23			
	Q1	Q2	Q3	Q4	Q1	Q2		
Hardware	96%	106%	117%	124%	110%			<b>105%</b>
Non-hardware	101%	103%	100%	100%	99%			<b>97%</b>

By region (hardware + non-hardware)

(Excluding forex impact)

	FY2022				FY23	
	Q1	Q2	Q3	Q4	Q1	Q2
Japan	98%	107%	100%	108%	100%	<b>99%</b>
Americas	119%	133%	113%	110%	103%	<b>103%</b>
EMEA	107%	105%	106%	110%	105%	<b>100%</b>

## Office Services

Sales (billions of yen)	FY2022				FY23			
	Q1	Q2	Q3	Q4	Q1	Q2	H1	YoY
Office services business	142.6	169.4	185.8	219.9	182.9	<b>209.7</b>	<b>392.7</b>	+21%
IT infrastructure	45.7	54.3	62.9	81.2	61.5	<b>71.4</b>	<b>132.9</b>	+28%
IT services	30.2	37.2	42.1	47.5	41.0	<b>47.9</b>	<b>89.0</b>	+27%
Application services	28.9	32.9	32.7	44.0	34.3	<b>40.3</b>	<b>74.6</b>	+17%
Communication services	9.4	14.6	17.1	16.8	15.4	<b>17.6</b>	<b>33.0</b>	+30%
Business process services	28.2	30.2	30.8	30.3	30.5	<b>32.4</b>	<b>63.0</b>	+2%

(Excluding forex impact)

### Major business activities in each segment

IT Infrastructure: Selling hardware and software for building IT environments and providing security services. Mainly purchases

IT Services: Installing, constructing, operating, and maintaining IT environment and security services

Application services: Installing, constructing, operating, and maintaining in-house and purchased application software

In-house software includes DocuWare, RICOH kintone plus, and document solutions products

Communication services: Installing, constructing, operating, and maintaining communication environments, including managed services and selling in-house edge devices

Business Process Services: Commissioned business for customer output centers and new services tapping customer base

# Major awards and recognition

## Office Services

- June 2023 Ricoh Japan wins sales, integration, and two area awards from CYBOZU AWARD 2023  
Ricoh Japan wins Microsoft Japan Partner of the Year 2023 award
- September Ricoh positioned a leader in IDC MarketScape's Worldwide Print Transformation 2023 Vendor Assessment Report, which notes Ricoh's evolution from a document-centric organization to a data-centric company**  
**Report from Independent research firm Verdantix positions Ricoh as Specialist in 2023 Green Quadrant for Workplace Systems Integrators**

## ESG

- April 2023 Selected for Excellent TCFD Disclosure by GPIF's external asset managers
- June Selected for Asia-Pacific Climate Leaders list for second straight year
- July Chosen for inclusion in six major ESG indices for domestic equities that GPIF has adopted and included in FTSE4Good Index for 20th consecutive year
- August Ricoh USA earns 2023 Great Place To Work certification**
- September TIME magazine names Ricoh as one of World's Best Companies of 2023 (ranking lists 750 top-performing companies across globe in terms of environmental, social, and governance dimensions)**  
**Ricoh Canada achieves Bronze level Progressive Aboriginal Relations certification from Canadian Council for Aboriginal Business**  
**Ricoh receives Healthy Workplace Gold Certification from Excellence Canada**
- October Japan's Ministry of Environment certifies Ricoh Ena Forest in Gifu Prefecture as Other Effective area-based Conservation Measure site**  
**RICOH IM C6010 Series A3 Full Color MFP wins Encouragement and Collaboration awards in Resources Recirculation Technologies and Systems Awards**

April 2023	Revises Ricoh Way corporate philosophy, defining Fulfillment through Work as new Mission and Vision Revises Ricoh Group materiality (key social issues) and formulates and discloses ESG targets for the 21st Mid-Term Management Strategy Revises and announces Ricoh Group Supplier and Partner Code of Conduct
June	Concludes Positive Impact Finance loan agreement with Sumitomo Mitsui Trust Bank, Limited, for second consecutive year Concludes Mizuho Eco Finance loan agreement with Mizuho Bank, Ltd.
July	Formulates Scope 3 scenario to further reduce greenhouse gas emissions and visualize and reduce of global greenhouse emissions in Category 4: Upstream transportation and distribution Ricoh Japan publishes Sustainability Report 2023 and SDGs Communication Book 2023
September	<b>Formulates Technology Ethics Charter to mitigate ethical risks inherent in commercializing and operating digital services</b>
October	<b>Endorses Japan's Stewardship Code for corporate pension plans</b> <b>Publishes Ricoh Group Integrated Report 2023, Ricoh Group TCFD Report 2023, Ricoh Group Circular Economy Report 2023, and Ricoh Group ESG Data Book 2023</b>



- That concludes my explanation of our first-half performance.