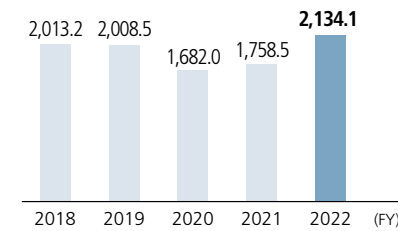


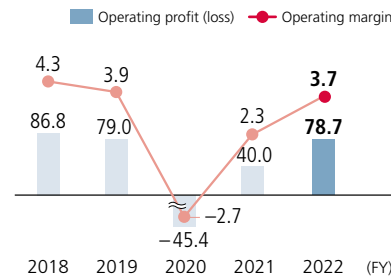
Financial and Future Financial Highlights

Sales
(Billions of yen)



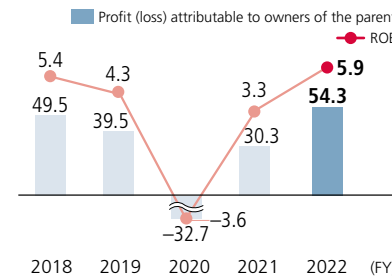
Sales up 21.4%, to ¥2,134.1 billion

Operating profit (loss)/ Operating margin
(Billions of yen/%)



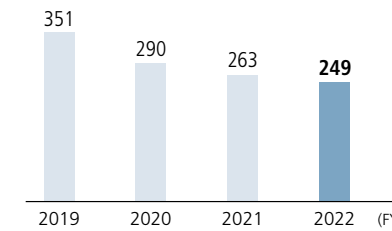
Operating profit up 96.6%, to ¥78.7 billion

Profit (loss) attributable to owners of the parent/ROE
(Billions of yen/%)



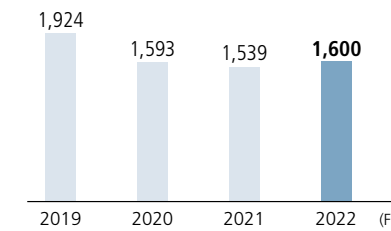
Earnings up 79.0%, to ¥54.3 billion

GHG emissions (Scopes 1 and 2)^{III}
(1,000 t-CO₂)



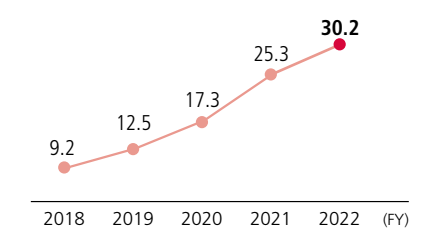
Strengthened the introduction of renewable energy in terms of both quality and quantity, including the Group's first domestic virtual power purchase agreement

Greenhouse gas emissions (Scope 3)*
(1,000 t-CO₂)



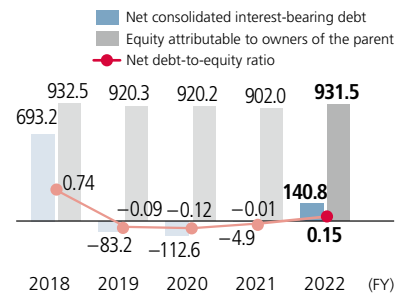
We strove to reduce emissions by downsizing and lightening products and enhancing their energy efficiency while expanding sales of models incorporating recycled parts and using more recycled materials
* Procurement, use, and logistics categories

Renewable energy ratio
(%)



37 group companies in 25 countries used 100% renewable electricity

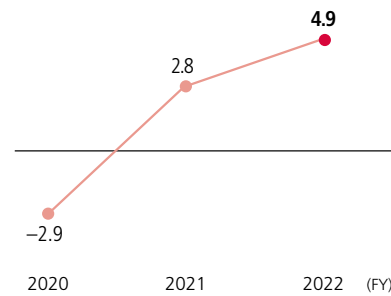
Net consolidated interest-bearing debt^{*1}, equity attributable to owners of the parent, and net debt-to-equity ratio^{*2}
(Billions of yen/%)



Upheld robust financial position on net debt-to-equity ratio of 0.15

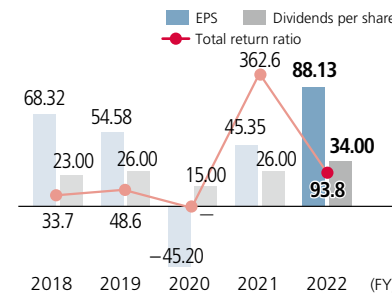
*1 Bonds and borrowings – Cash and cash equivalents – Time deposits
*2 Net consolidated interest-bearing debt + Equity attributable to owners of the parent

ROIC
(%)



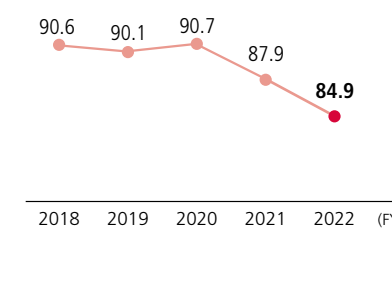
Optimized ROIC management

Earnings per share (EPS), Dividends per share, and Total return ratio
(Yen/%)



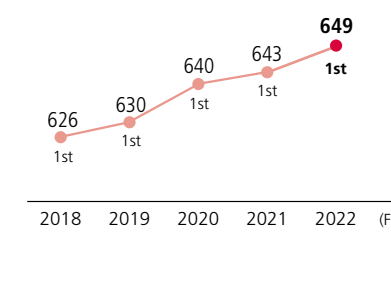
Pursued a total return ratio of 50%, continued to lift dividends, and undertook flexible additional measures to boost total shareholder returns

Virgin material usage ratio
(%)



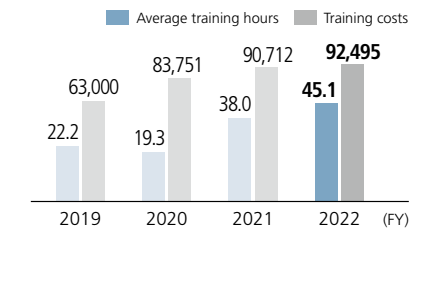
We launched new MFPs with 50% recycled plastic content

J.D. Power Japan Color Laser Printer Customer Satisfaction StudySM results
(Points)



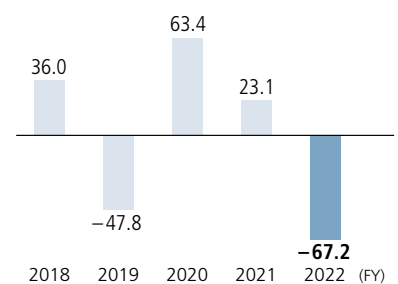
We maintained top spot for five straight years

Average training hours and training costs per employee
(Hours/Yen)



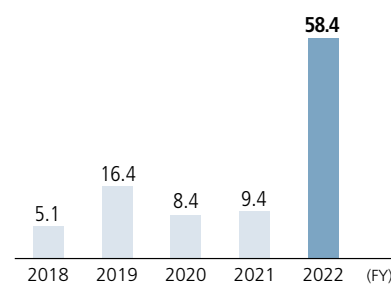
We helped employees develop the skills they need to succeed

Free cash flow
(Billions of yen)



Cash inflows declined ¥90.3 billion from a year earlier, resulting in net outflows of ¥67.2 billion, owing largely to PFU and other extensive acquisition investments

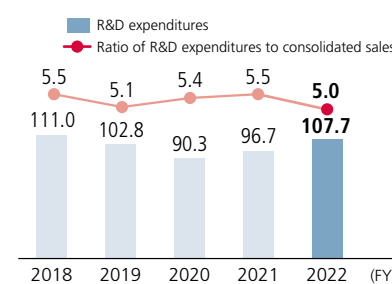
Business acquisitions*
(Billions of yen)



We continued acquiring companies strategically to flexibly secure businesses growth resources, investing in PFU and other information and communication technology firms across Europe and the United States

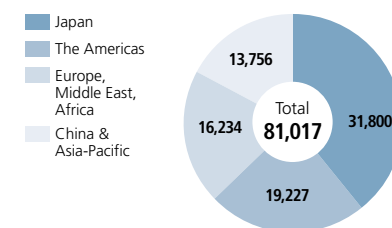
* Funded acquisitions with net cash provided by investing activities

R&D expenditures/Ratio of R&D expenditures to consolidated sales
(Billions of yen/%)



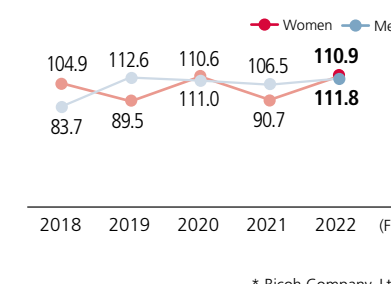
We invested in development under a consolidated setup for each field, extending from medium- and long-term research to current product development, design, and production

Number of employees by region



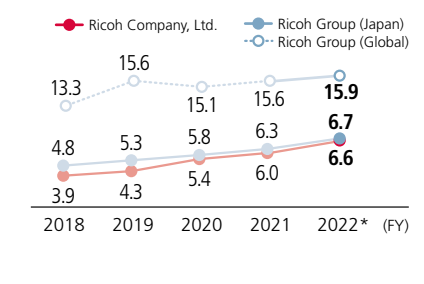
We have deployed people across regions in line with our global expansion

Childcare leave utilization rate
(%)



Men fully utilized childcare leave for four years running

Female-held managerial position ratio
(%)



We have steadily increased the number of female managers through training and other initiatives to cultivate talented and motivated individuals

* PFU Limited included in fiscal 2022 number

Refer to our website: ESG data