

Consolidated Results for Nine Months Ended December 31, 2021

February 4, 2022

Ricoh Company, Ltd.



Forward-Looking Statements

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

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. Do not rely solely on these materials for your investments, decisions on which are your responsibility.

Note: These materials define fiscal years as:
FY2021 (or fiscal 2021) = Fiscal year ended March 31, 2022, etc.

Business category and other changes

Ricoh adopted a business unit structure on April 1, 2021, and accordingly reclassified operating segments from this fiscal year. Prior year comparative figures have been retrospectively adjusted to reflect these changes.

Segment Changes

Switched from business-to-business unit segments in line with segmentation changes

Previous segments and key offerings

Office Printing	MFPs, laser printers, related parts and supplies, and customer services	
Office Service	Network equipment, software, solutions, and customer services	
Commercial Printing	Cut sheet printers, continuous feed printers, related supplies, and customer services	
Industrial Printing	Inkjet heads, inkjet modules, and industrial printers	
Thermal	Thermal paper and thermal media	
Other	Industrial Products	Industrial optical components, modules, electronic components, and precision device components
	SmartVision	Digital cameras, 360° cameras, and related services
	Other	Environment and healthcare



New segments and key offerings

Ricoh Digital Services	<ul style="list-style-type: none"> ■ Office Services ■ Office Printing (Sales) 	
Ricoh Digital Products	<ul style="list-style-type: none"> ■ Office Printing (R&D, Production, and OEM) ■ Digital Communication Devices (R&D, Production, and OEM) 	
Ricoh Graphic Communications	<ul style="list-style-type: none"> ■ Commercial Printing ■ Industrial Printing 	
Ricoh Industrial Solutions	<ul style="list-style-type: none"> ■ Thermal ■ Industrial Products 	
Other	SmartVision	<ul style="list-style-type: none"> ■ 360° cameras and related services
	Other	<ul style="list-style-type: none"> ■ Healthcare ■ Environment (including new materials and energy harvesting) ■ Digital cameras

Note: Some businesses in Office Printing segment businesses (including Document Solutions and Managed Print Services) and Other segment (Digital Business) transferred to Office Services in Digital Services.

Overview of FY2021 Third-Quarter Results

Key Points about Performance during Term

Results

- ✓ Although impacts of COVID-19 pandemic, goods shortages, and higher procurement and transportation costs were greater than envisaged, operating profit was on target on additional recovery initiatives and accelerated structural reform measures.
- ✓ Performance impacts of these external factors extended to Office Services
 - Office Printing
 - Hardware: MFP and printer shortages (electronic parts and materials were particularly scarce)
 - Non-hardware: On a recovery path, albeit not as strongly as hoped
(overall and domestic sales at 82% and 93% of fiscal 2019 levels, respectively)
 - Office Services: Hardware (PCs, servers, network equipment, and MFPs) shortages worsened in Q3, hampering operations
- ✓ Graphic Communications operating profit exceeded target on Commercial Printing non-hardware recovery and ongoing structural reforms

Full-year forecasts

- ✓ Will uphold recovery measures and cost controls, and look to improve MFP and IT product supplies
 - Office Printing
 - Looking to strategically improve supply volumes by securing multiple parts for products, sourcing from more parts suppliers, and allocating available parts to high-margin offerings
 - Anticipating returns to offices despite temporary slump amid spread of COVID-19 Omicron variant
 - Office Services: Expecting to improve supply volumes for hardware vendors
- ✓ Have retained full-year forecasts after reviewing risks and opportunities

Initiatives to improve capital returns

- ✓ Completed ¥100 billion share repurchase program, and have decided to retire treasury shares (representing 14.4% of all issued and outstanding shares) on February 28, 2022
- ✓ Intensively reviewing all business portfolios and assets

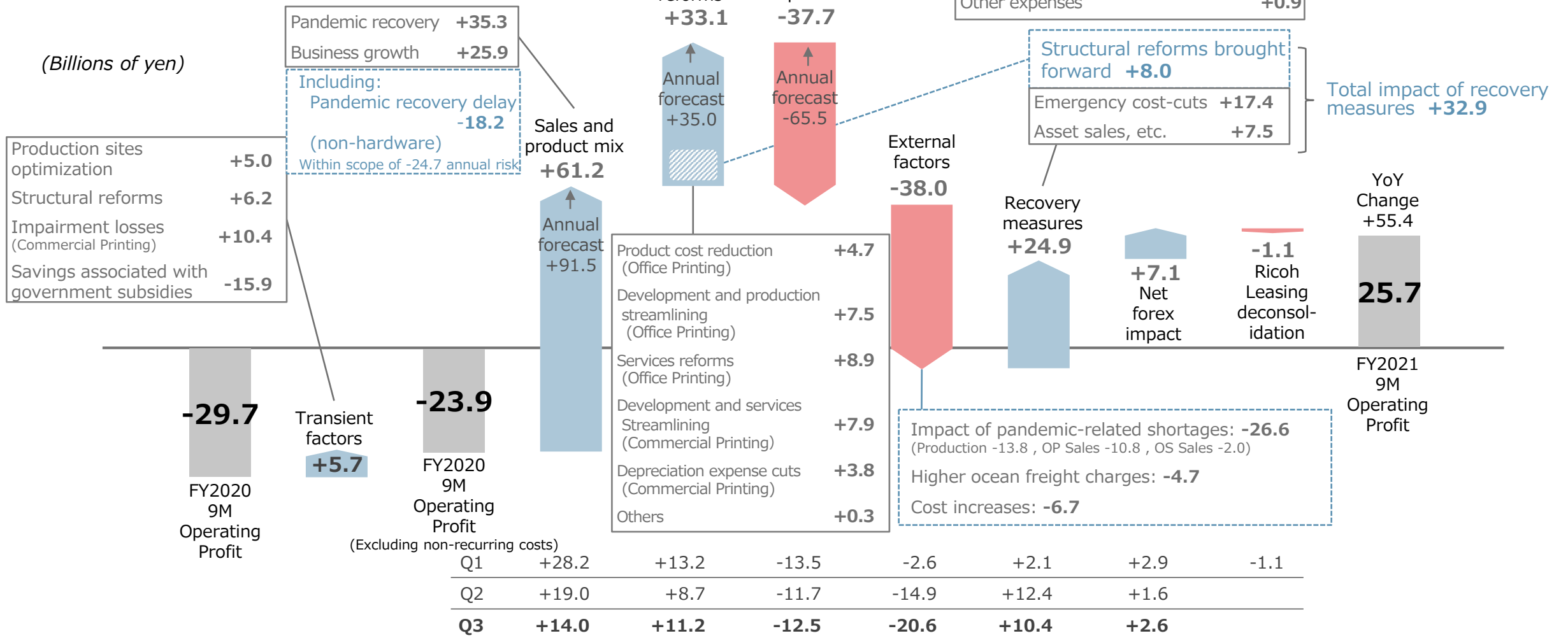
Key Indicators

Sales rose 7% YoY, while operating profit was ¥25.7 billion (¥55.4 billion turnaround from ¥29.7 billion operating loss a year earlier)

(billions of yen)	FY2020 9 months	FY2021 9 months	Year-on-year change	
Sales	1,193.0	1,276.1	+83.1	+7.0%
Gross profit	415.7 (34.8%)	461.8 (36.2%)	+46.1	+11.1%
Selling, general and administrative expenses	445.4 (37.3%)	436.1 (34.2%)	-9.3	-2.1%
Operating profit	-29.7	25.7	+55.4	-
Operating margin	-	2.0%	-	-
Profit attributable to owners of the parent	-22.4	23.1	+45.6	-
EPS (Yen)	-31.02	34.07	+65.09	
Average exchange rates	Yen/US\$ Yen/euro	106.09 122.36	111.10 130.59	+5.01 +8.23
R&D expenditures	66.1	71.0	+4.9	
Capital expenditures	29.9	22.6	-7.2	
Depreciation	34.2	30.2	-3.9	

Operating Profit Comparisons

- Delay in recovery from pandemic within scope of expectations, reached most annual targets for structural reforms
- Augmented and brought forward recovery measures to overcome production and sales impacts of parts shortages and greater transportation cost increases than envisaged



Current and Projected External Factor Impacts

- Impact of external factors worse than expected in Q3
- Situation should improve in Q4

Key external factors	Status				Current status and looking ahead
	Q1	Q2	Q3	Q4 (Forecast)	
Pandemic recovery delay (Office Printing non-hardware)					Rise in Omicron variant infections slowing recoveries in United States and Europe Projection: Movement restrictions should ease from infections peaking swiftly, with people returning to offices
Parts shortage impacts on production (Office Printing hardware)					Production volumes sliding amid difficulties in procuring electronic components and other supplies Projection: Purchase from multiple suppliers, procure alternative products, prioritize allocations to high-margin offerings, and have production and sales units strive to eliminate order backlogs and balance inventories
Pandemic impact on production (Office Printing hardware)					Allocating production strategically in response to intermittent production stoppages among production sites in Thailand and suppliers Projection: Infections should not significantly affect production
Pandemic impact on sales (Office Printing and Office Services)					Significant opportunity losses from MFP and information and communications technology hardware shortages amid strong demand Projections: In Office Printing, anticipate product supply recoveries centered on key offerings, while Office Services looking to drive sales recovery by improving supplies of information and communications technology products
Surging ocean freight charges					Starting to pass on higher costs stemming from shipping container shortages and port and ocean freight congestion Projection: Port and ocean freight congestion should continue
Higher costs of raw materials and parts due to shortages					Costs rising from spot purchasing in response to electronic component shortages, while costs of various materials are surging Projection: Raw materials costs still high; tackle price hikes

Previous assumptions

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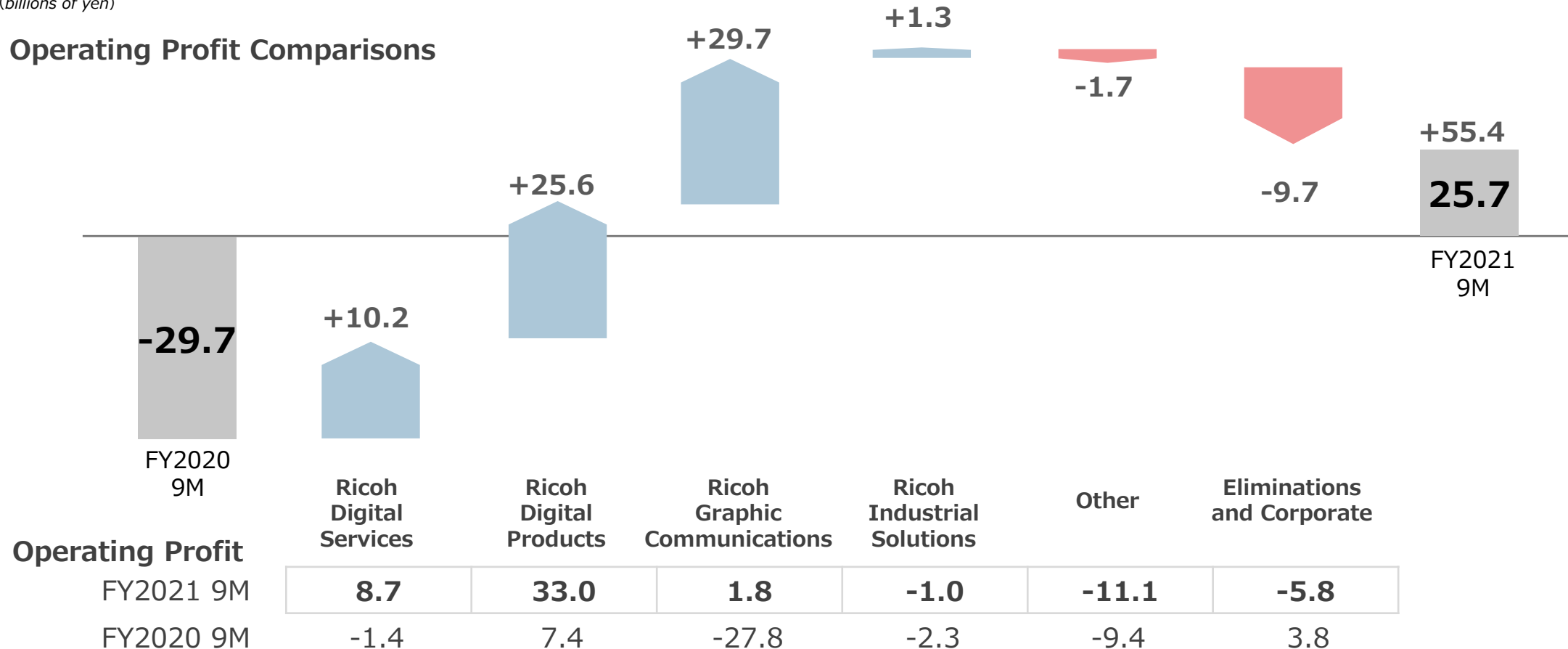
Segment Operating Profit

Despite external factor impacting performance, operating profit improved in all business units

Segment Operating Profit

(billions of yen)

Operating Profit Comparisons



Ricoh Digital Services

Office Services and Office Printing (Sales)

Increased sales by 7% and returned to profitability through ¥10.2 billion turnaround, with earnings rising amid hardware shortages

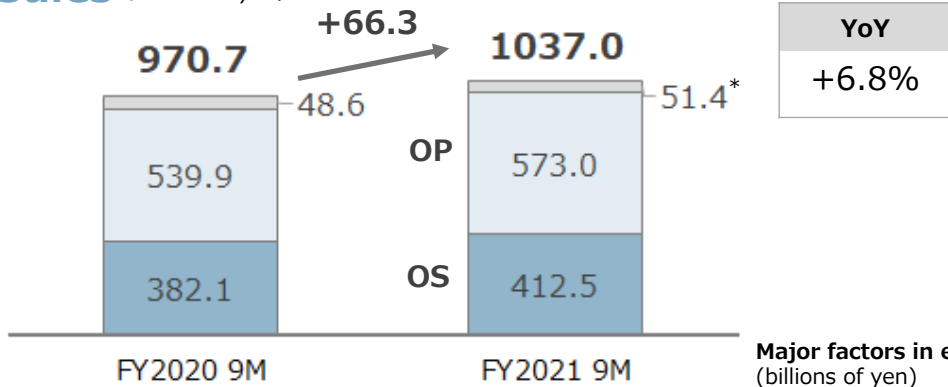


Ricoh Digital Products

R&D and Production for Office Printing and Edge Devices

Boosted sales by 7% and earnings by ¥25.6 billion by deploying measures to overcome external factors and cultivating strategic supplies

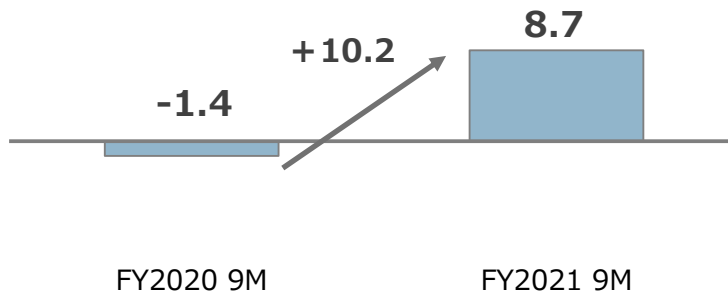
Sales (billions of yen)



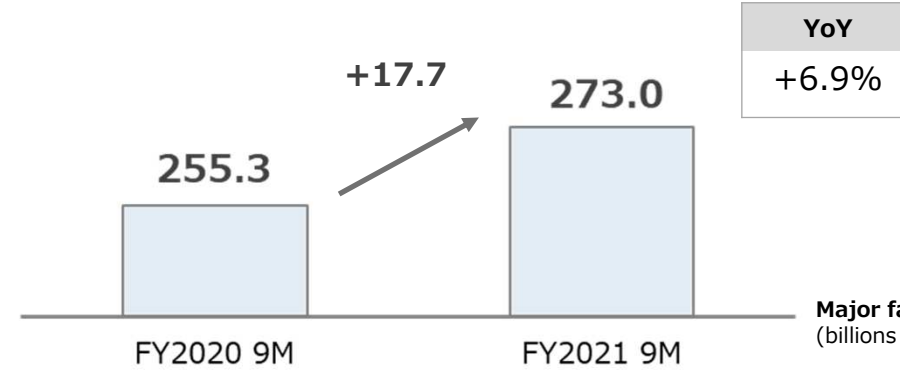
Major factors in earnings changes (billions of yen)

Factors	Change
Pandemic recovery (Office Printing)*	+21.0
Business growth (Office Services)	+12.0
Structural reinforcements	+8.9
Pandemic impact (sales)	-9.6
Higher ocean freight charges	-3.9
Previous year expenses and growth expenses	-37.3
Government subsidies	+5.8
Emergency cost reductions	+15.8
Other (including forex impact)	+7.1
Transient factors in previous year	-9.8
Total YoY change	+10.2

Operating profit (billions of yen)



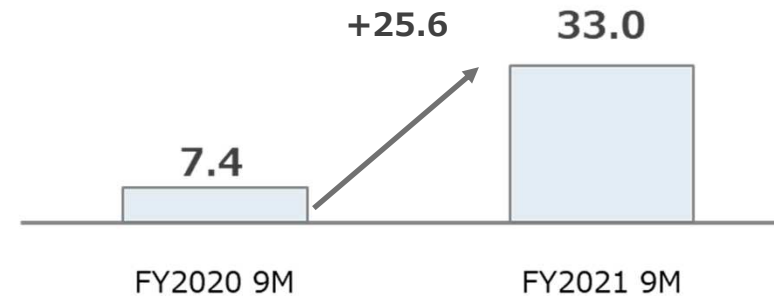
Sales (billions of yen)



Major factors in earnings changes (billions of yen)

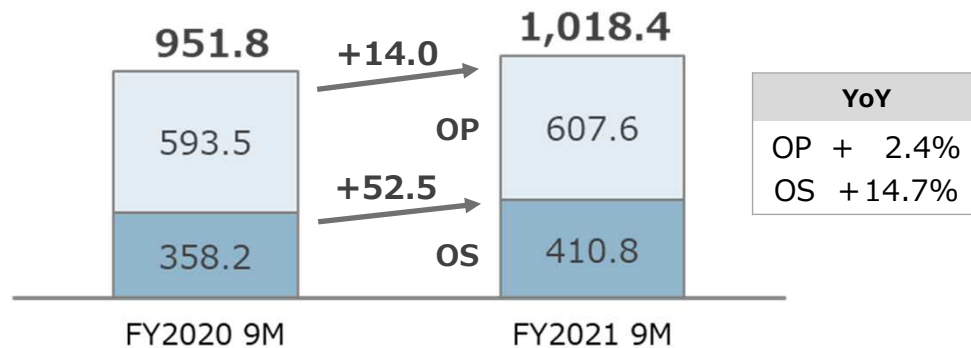
Factors	Changes
Pandemic recovery (Office Printing)*	+1.5
Business growth	+10.6
Structural reinforcements	+12.2
Pandemic impact (production)	-11.8
Higher ocean freight charges	-0.4
Higher expenses	-4.4
Asset sales, etc.	+7.6
(Other (including forex impact)	+5.3
Transient factors in previous year	+5.0
Total YoY change	+25.6

Operating profit (billions of yen)



Reference: Approximations for Previous Segments

Sales (billions of yen)

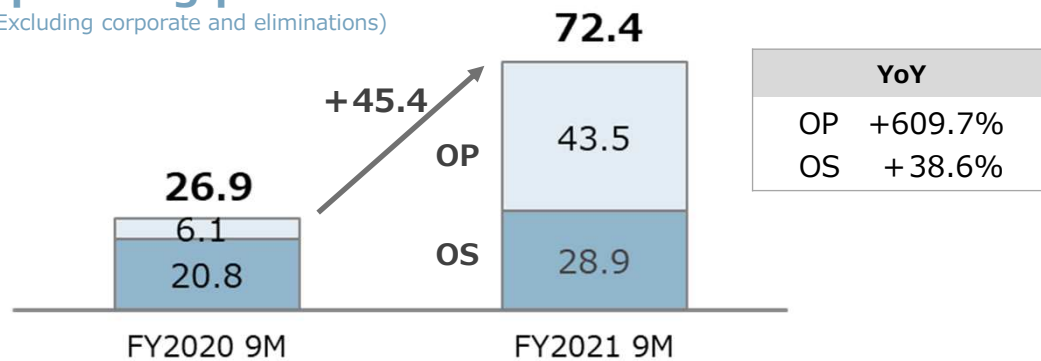


Overview

- **Office Services: Sales and earnings up, with operating margin reaching 7.0%**
- **Office Printing: Sales and earnings also up, for operating margin of 7.2%**

		FY2020 9M	FY2021 9M (approx.)
Office Services	Sales	358.2	410.8
	OP	20.8	28.9
	OP margin	5.8%	7.0%
Office Printing	Sales	593.5	607.6
	OP	6.1	43.5
	OP margin	1.0%	7.2%

Operating profit (billions of yen) (Excluding corporate and eliminations)



Office Services OP margin (excluding transient factors)

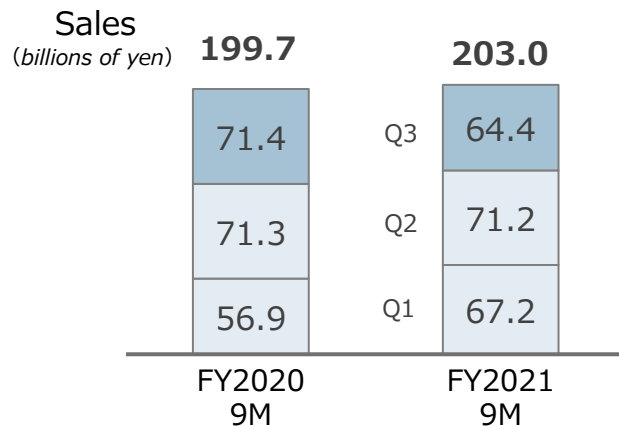


Ricoh Digital Services (Office Services)

Japan

Focused on selling applications amid IT equipment and MFP shortages, generating double-digit applications sales growth

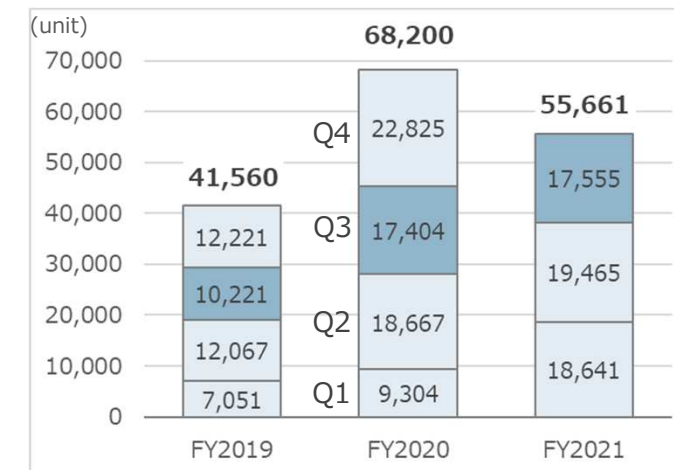
- (1) Scrum packages
 - Cloud, gateway security, and other security-related businesses performed solidly
- (2) Scrum assets
 - Performed well in handling operations after systems deployments, consolidating virtualized setups, and enhancing security, primarily for medium-sized enterprises



(1% growth YoY in Q3 after excluding special GIGA school demand)

(billions of yen)	FY2021 9M		
	Sales	YoY	Unit YoY
Scrum packages (for small and medium-sized enterprises)	35.3	118%	123%
Scrum assets (for mid-sized companies)	17.2	150%	—
total	52.6	131%	—

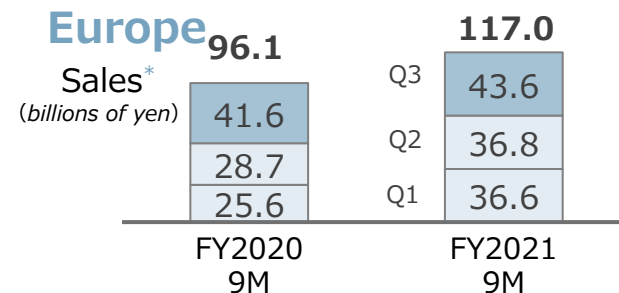
Scrum package sales units



Europe

Maintained growth through package deployments

- (1) Continued "Work Together, Anywhere" package deployments, with ¥9.9 billion in orders (up 74% YoY) and ¥44.7 billion in pipeline (up 30% YoY)
- (2) Companies acquired continued doing well, boosting sales 10% YoY

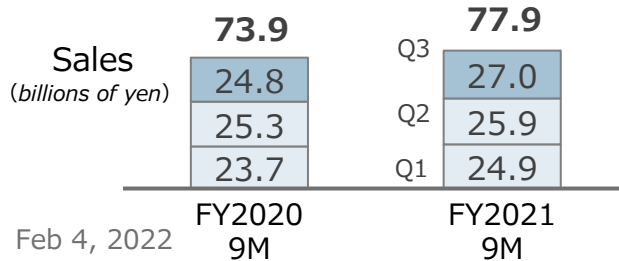


* Includes the Middle East and Africa

Americas

Reduced output center costs and shifted to digital services

- (1) Improved profitability of Business Process Services on ongoing cost reductions
- (2) IT security services continued to do well



Sales (billions of yen)	FY2021 9M	YoY
Office services business	412.5	+8.0%
IT infrastructure (hardware and software)	157.2	-1.2%
IT services (including maintenance and outsourcing)	86.7	+11.0%
Applications (business-specific apps and in-house apps)	76.8	+20.1%
Business Process Services	72.9	+7.4%

Ricoh Digital Services (Office Printing)

Sales higher than a year earlier, but shortages, infections, and other external factors continued to affect business more than expected

- Hardware: Q3 sales sluggish, particularly in Europe and United States, owing to product supply shortages, while order backlogs up on robust demand
- Non-hardware: Although Japanese demand recovered in Q3, overall results below expectations

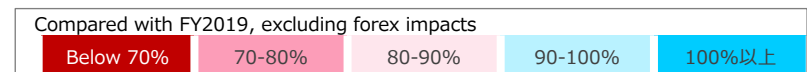
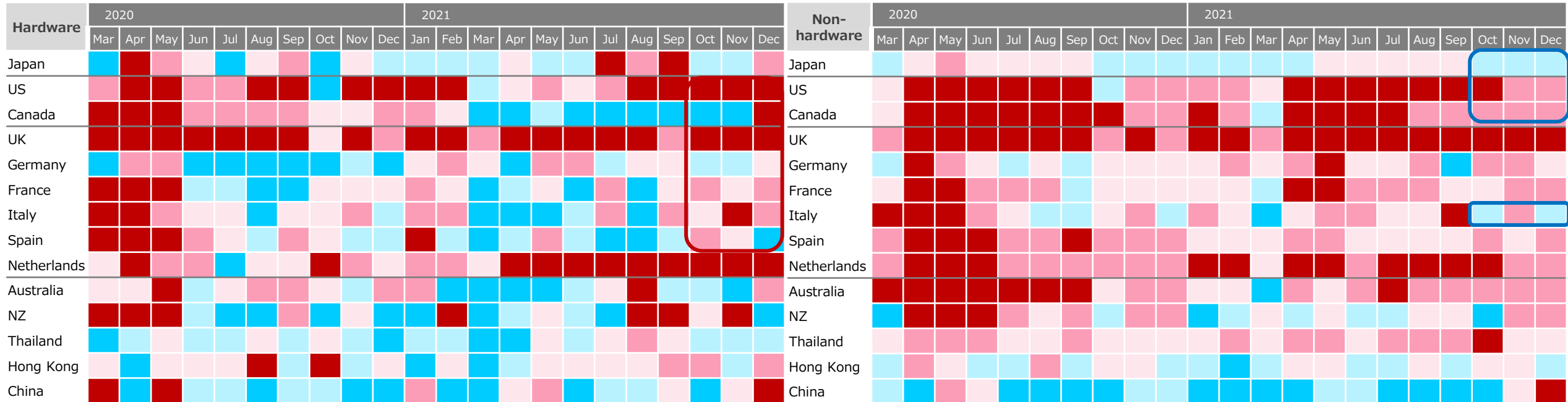
Differences from projections (Non-hardware)	
Q1	-2%pt
Q2	-4%pt
Q3	-5%pt

Sales compared to the same period in FY19

Excluding forex impact

	FY2020				FY2021		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Hardware	69%	85%	83%	90%	85%	73%	72%
Non-hardware	67%	77%	82%	85%	79%	78%	82%
Japan	83%	87%	94%	101%	90%	78%	91%
Americas	59%	70%	71%	78%	75%	68%	64%
EMEA	61%	84%	81%	84%	77%	80%	76%

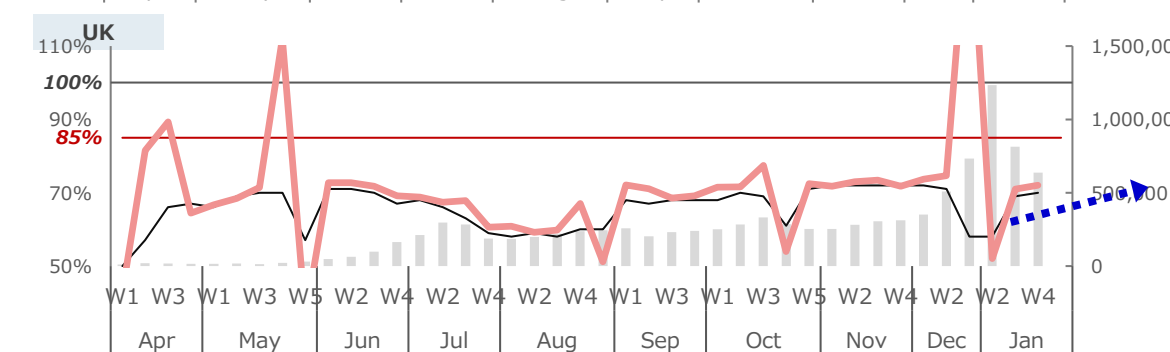
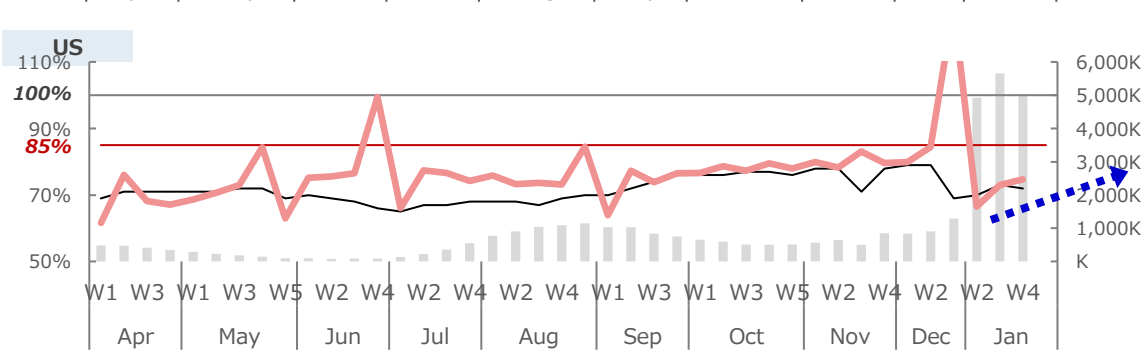
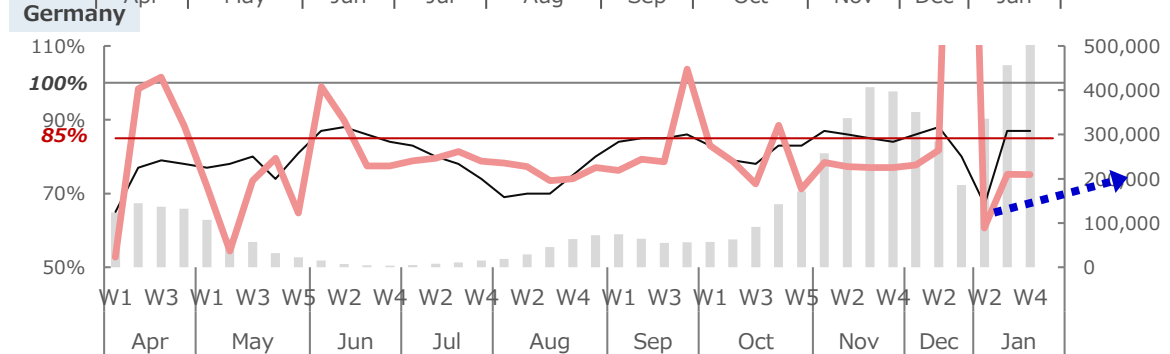
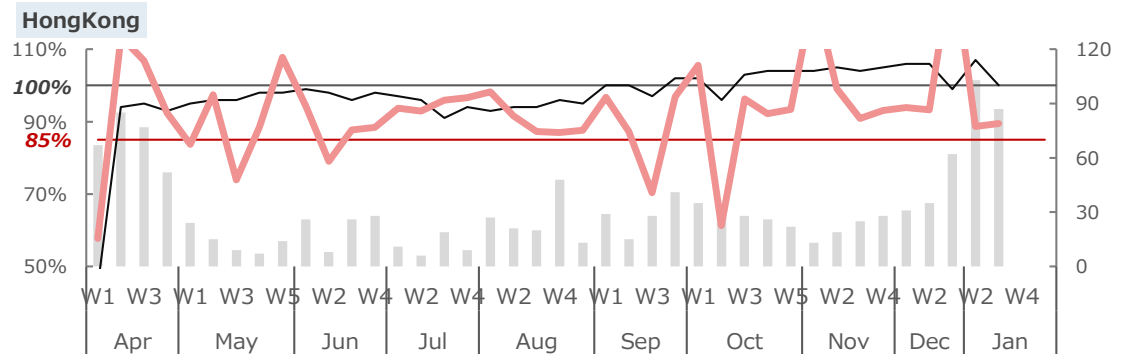
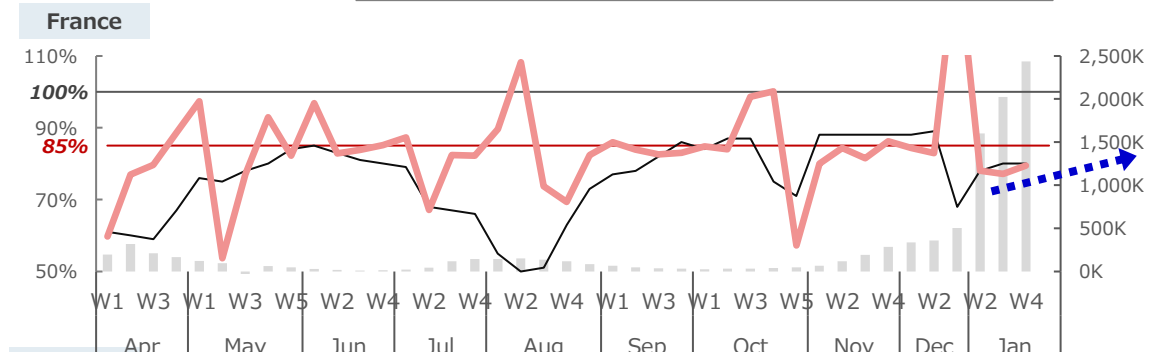
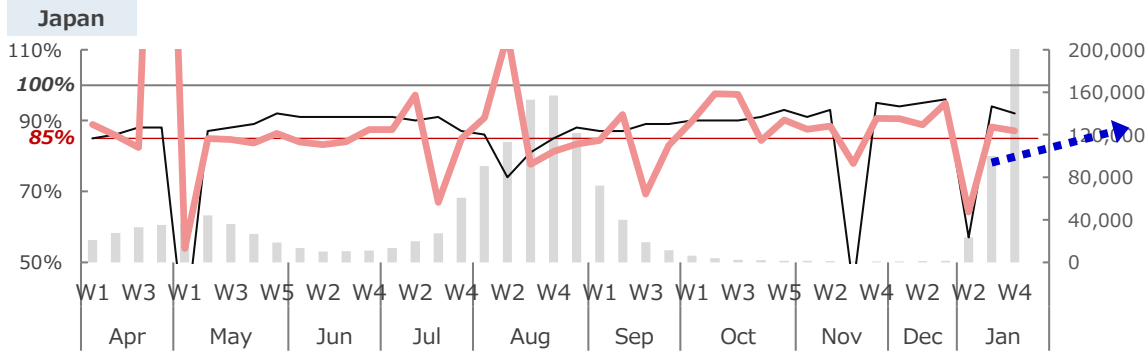
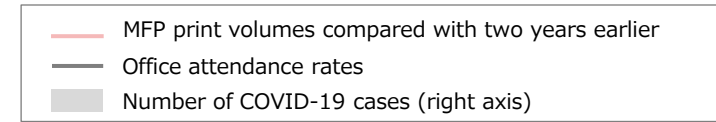
Sales heatmap (by country and territory compared with same months in FY2019)



Impact of Pandemic on MFP Printing Volumes

Q3: Volumes gradually recovered toward end-December; demand recovered to 90% of levels of two years earlier in Japan and 80% in United States → In January, recoveries slowed temporarily in places with Omicron variant outbreaks

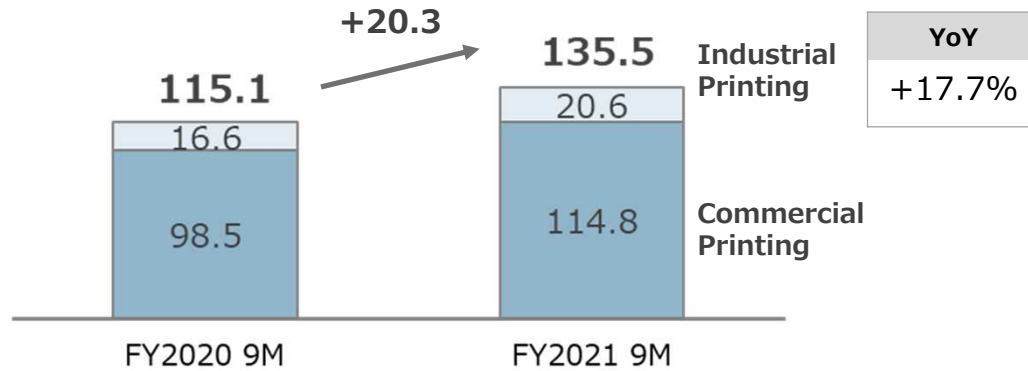
MFP print volumes at company offices (by country)



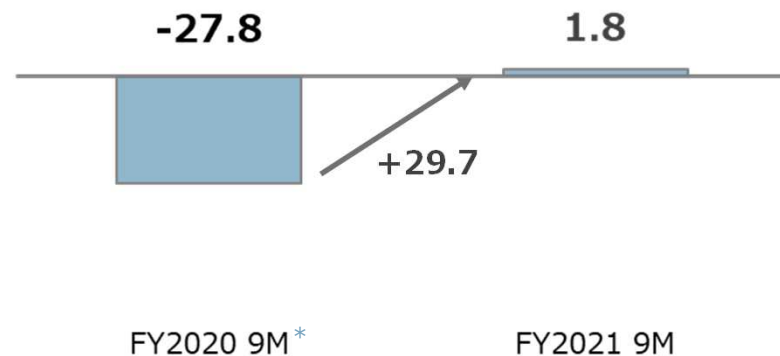
Ricoh Graphic Communications

Profits exceeded expectations owing to recovery in Commercial Printing non-hardware and ongoing structural reforms through cost-cutting

Sales (billions of yen)



Operating profit (billions of yen)



Q3 overview

- Commercial Printing hardware demand recovered gradually, while non-hardware demand continued to turnaround
- Inkjet head revenues rose steadily
- Cut costs more than planned (exceeded annual target by 226%)
- Improved production efficiency by automating development and production
- Streamlined sales and service activities
- Achieved ¥29.7 billion operating profit turnaround, surpassing forecast by becoming profitable through Q3, against projected annual operating loss of ¥3.5 billion

Sales compared to the same period in FY19

*excluding forex impact

Commercial Printing	FY2020				FY2021		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Hardware	61%	72%	67%	75%	73%	68%	72%
Non-hardware	66%	80%	84%	85%	86%	92%	95%
Americas	66%	71%	73%	71%	77%	78%	80%
EMEA	56%	78%	77%	84%	74%	82%	86%
Japan	85%	101%	91%	97%	98%	98%	97%

Ricoh Graphic Communications (by Business)

Commercial Printing

- Hardware: Sales recovering in core Japanese and European markets
 - Printing industry: European market recovering, while a recovery is needed in Americas to attract solid investments
 - Enterprise printing: Sales rose as measures to cultivate dealers in Europe and United States continued to bear fruit (initiated partnerships with 18 companies, reaching annual target)
- Non-hardware: Recoveries in Europe and United States remained steady
 - Printing industry: Print volumes recovered on direct mail and catalogs for promotions
 - Enterprise sector: Demand recovered in Europe and United States

Industrial Printing

- Components (inkjet heads)
 - Maintained strong performance in all regions (sales rose 36% YoY)
 - Economic recovery drove strong sales of metal printhead stacks, primarily to major customers
 - Customers continued to adopt new printer models on superior performance, pricing, and support
- Industrial printers (textile printers)
 - Continued to do well on sales to e-commerce firms, mainly for T-shirt printing
 - In Americas, catered to T-shirt sales demand through such moves as penetrating personal online shops

Pro C5300 Series



- Outstanding cost performance and specifications comparable to advantages of higher-end models, including through support for thick and uneven stock and sheet paper

MH series of metal printheads



- Employing proprietary stainless steel bonding technology for good ink compatibility and high durability
- Can handle photo-curable and water-based inks and handles diverse applications, including sign graphics and textiles

RICOH Ri 2000 textile printer

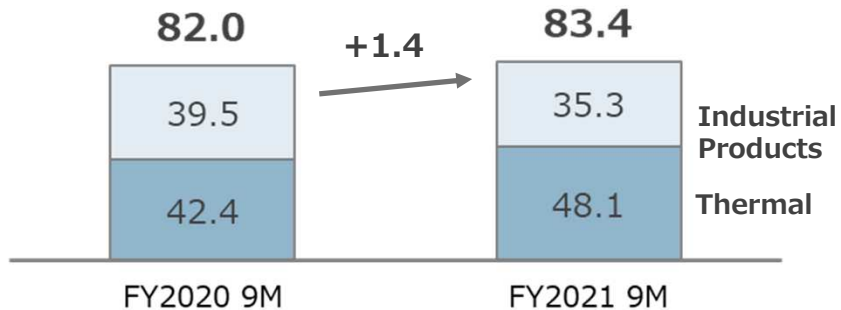


- Released as high-end version of RICOH Ri 100

Ricoh Industrial Solutions

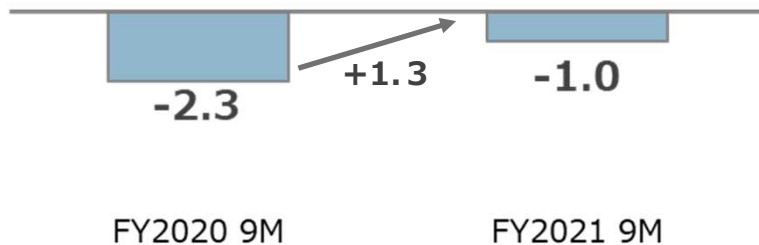
Boosted sales YoY and reduced losses

Sales (billions of yen)



YoY
+1.8%

Operating profit (billions of yen)



Overview

- Thermal
 - Performed steadily in Japan, United States, and Europe on strength of various measures, and are tackling price competition in China
 - Expanded sales of products that resolve social issues and experienced greater logistics demand
 - Started improving cost structure and adjusting pricing in response to higher raw materials costs
- Industrial Products*
 - Optical components business: Benefited from strong projector applications demand in China and Japan, while continued lower production volumes among automotive customers affected performance
 - Electronics business: Industrial robot application sales were robust, and we began adjusting pricing in response to higher component costs

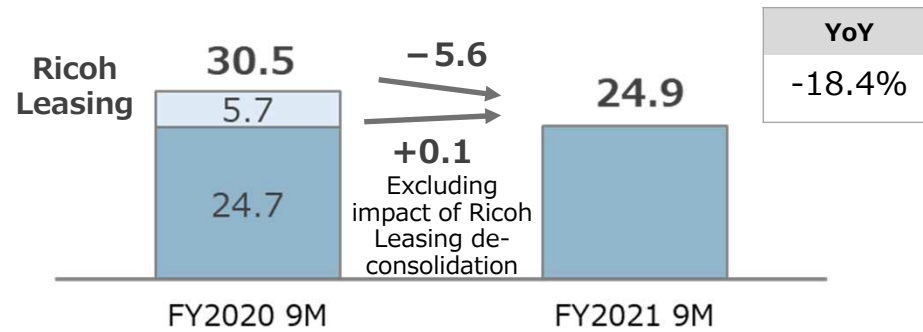
Future Initiatives

- Thermal
 - Benefit from cost and gross profit improvement measures in response to raw material market fluctuations
 - Starting contributing to orders received on new line at France plant
 - Recovery of production by improving material supply shortage
- Industrial Products
 - Expand optical components sales as automotive customer production recovers
 - Streamline production processes to benefit from cost and gross profit improvement measures as a response to swings in parts market

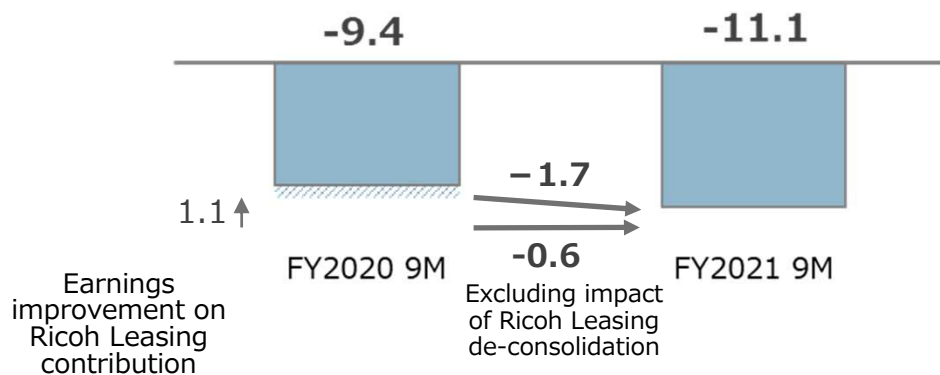
* Key Industrial Products areas are Optical (automotive stereo cameras and projection products), Electronics (industrial controllers), and Precision Equipment businesses

Sales basically unchanged after factoring out impact of leasing business deconsolidation

Sales (billions of yen)



Operating profit (billions of yen)



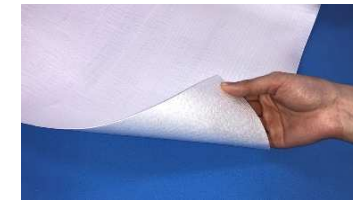
※売上高・営業利益とも全社・消去を除くベース

Overview

- Cameras
 - Increased sales and earnings on strong demand for new products (Pentax/GR)
- SmartVision
 - Experienced supply difficulties because of parts shortages
 - 360° camera cloud services remained solid on stay-at-home demand

→ Incurred segment loss owing to new business investments

Key new businesses



PLAiR, a new plant-derived material
Proprietary foaming technology ensures flexibility and strength and helps achieve zero-carbon society



Lithium-ion secondary cells manufacturing solution
World's first rechargeable inkjet battery paves the way to wearables in various sizes and shapes



Social infrastructure inspection services
Camera technology measuring depth of field liberates workers from hazards associated with working at heights

Statement of Financial Position

Total assets decreased ¥127.3 billion, to ¥1,760.5 billion, as impacts of implementing capital policies and divesting assets offset increases in inventories and investments

Assets

(billions of yen)	As of Dec 31, 2021	Change from Mar 31, 2021	
Current Assets	941.9	-116.8	
Cash & time deposits	224.7	-110.2	Decrease from share repurchases and dividend payments
Trade and other receivables	346.9	-45.1	Decrease in year-end receivables
Other financial assets	89.7	-3.0	
Inventories	228.2	+36.2	Parts and work-in-process inventories and increases in port and offshore inventories
Other current assets	52.1	+5.4	
Non-current assets	818.5	-10.5	
Property, plant and equipment	182.1	-9.8	Asset divestments
Right-of-use assets	55.6	-8.0	
Goodwill and intangible assets	240.1	+14.6	Strategic investments
Other financial assets	123.3	-12.7	
Other non-current assets	217.3	+5.4	
Total Assets	1,760.5	-127.3	

Exchange rate as of Dec 31, 2021: US\$ 1 = ¥ 115.02 (+4.31)
(change from Mar 31, 2021, rate) EURO 1 = ¥ 130.51 (+0.71)

Liabilities and Equity

(billions of yen)	As of Dec 31, 2021	Change from Mar 31, 2021	
Current Liabilities	634.2	-23.2	
Bonds and borrowings	115.2	+32.7	Short- and long-term transfers
Trade and other payables	231.9	-55.1	Decrease in year-end debt
Lease liabilities	22.3	-3.1	
Other current liabilities	264.4	+2.3	
Non-current Liabilities	272.3	-34.1	
Bonds and borrowings	120.0	-19.6	Short- and long-term transfers
Lease liabilities	42.6	-4.1	
Accrued pension & retirement benefits	61.3	-9.1	
Other non-current liabilities	48.4	-1.2	
Total Liabilities	906.6	-57.4	
Total equity attributable to owners of the parent	850.2	-70.0	Decrease, as planned, from share repurchases
Noncontrolling Interest	3.6	+0.0	
Total Equity	853.8	-69.9	
Total Liabilities and Equity	1,760.5	-127.3	
Total Debt	235.5	+13.1	

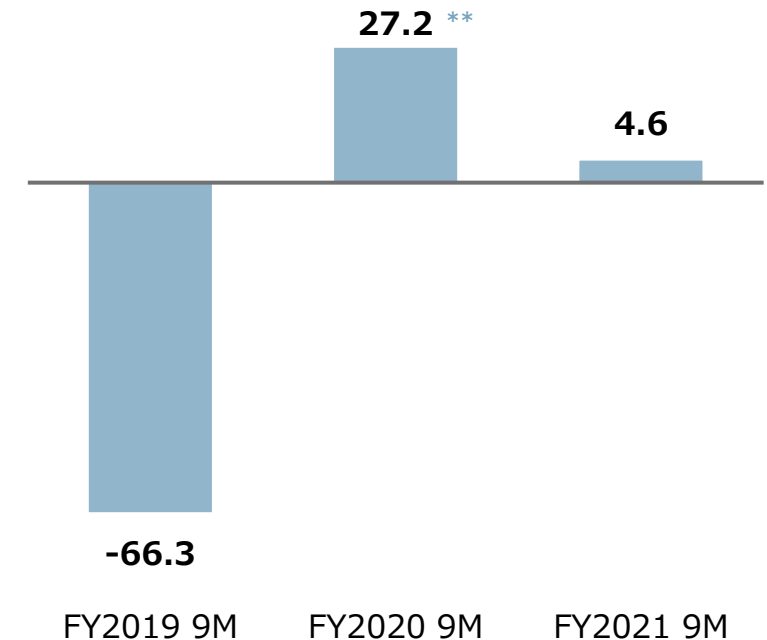
Statement of Cash Flows

Although profit was up, free cash flow was down from Ricoh Leasing becoming equity method affiliate and rising inventories; implemented capital policy as planned

(billions of yen)	FY2020 9 months	FY2021 9 months	
Profit	-22.4	23.3	Regained profitability
Depreciation and amortization	79.6	67.9	Parts inventories increases in port and offshore inventories
Other operating activities	15.4	-52.7	
Net cash provided by operating activities	72.6	38.6	
Plant and equipment	-27.5	-9.3	
Purchase of business	-8.4	-3.8	
Other investing activities	-9.5	-20.8	Proceeds from Ricoh Leasing sale in previous year were ¥7.8 billion
Net cash used in investing activities	-45.4	-33.9	
Increase (Decrease) of debt*	75.9	6.8	Ricoh in previous year and Ricoh Leasing short-term borrowing
Dividend paid	-14.8	-14.0	
Purchase of treasury shares	-0.0	-92.7	As planned
Other financing activities	-26.3	-23.6	
Net cash provided by financing activities	34.7	-123.5	
Effect of exchange rate changes	0.2	3.0	
Net increase in cash and cash equivalents	62.1	-115.8	
Cash and cash equivalents at end of period	325.8	214.4	
Free cash flow (Operating + Investing net cash)	27.2	4.6	

Free cash flow

(billions of yen)



** 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

*debt: bonds and borrowings

ESG action

April 2020 Formulates Ricoh Group Human Rights Policy

June Concludes Mizuho Eco Finance loan deal with Mizuho Bank

July Discloses ESG targets in announcing FY2020 results

October Publishes Ricoh Group Integrated Report 2021, Ricoh Group ESG Data Book 2021, and Ricoh Group TCFD Report 2021



President and CEO Jake Yamashita becomes cochair of Japan Climate Leaders' Partnership

Participates in We Mean Business Coalition "All in for 2030" campaign

Deploys on-site power purchase agreement (PPA) model at four production and sales affiliate sites in Japan and abroad to accelerate use of renewable energy



Ricoh Manufacturing (Thailand) Ltd.

December Obihiro site becomes second Ricoh Japan facility to obtain Net Zero Energy Building certification (for structures whose energy usage equals their on-site renewable energy production)

Major awards and recognition

June 2021 Obtains Digital Transformation certification as stipulated by Ministry of Economy, Trade and Industry

July Remains included in FTSE4Good Index Series, FTSE Blossom Japan Index
Remains included in MSCI Japan Women in Action Index

August Ricoh Japan obtains Digital Transformation certification as stipulated by Ministry of Economy, Trade and Industry (MITI)

September Ricoh Europe selected as one of top three companies in IDC's European Technology for Sustainability and Social Impact Report

October Four products awarded the Good Design Award

November Included for second straight year in Dow Jones Sustainability World Index, receiving highest score in industry category
Receives top-ranking five stars for third consecutive year in Nikkei SDGs Management Survey

December Retains Prime status in ESG Corporate Rating of Institutional Shareholder Services ESG

Remains on A List of CDP, a non-profit organization that maintains a global disclosure system for environmental impacts

February 2022 Ricoh awarded Gold Class, the highest recognition in sustainability ratings by S&P Global

Key Service Business External and Partner Assessments

2021	April	Americas	Gartner positions Ricoh USA for first time in Magic Quadrant Workplace Managed Services, North America
		Japan	Ricoh Japan Receives Excellence and three area awards from CYBOZU AWARD 2021 as partner that has contributed significantly to sales in FY2020
May		Americas	Ricoh USA ranks 15th overall and second in Legal category of ChannelE2E Top 100 Vertical MSPs list
		Europe	Ricoh Europe positioned as specialist in Verdantix Green Quadrant for Workplace System Integrators for Ricoh Spaces, a workplace solution for managing office spaces
July		Japan	Ricoh Japan wins Modern Workplace for SMB Award in Microsoft Japan Partner of the Year 2021 Award program for significant and sustainable growth in supporting workplace transformations of small and medium-sized businesses
		Japan	Ricoh Japan receives SaaS Security category award in TREND MICRO Partner Award 2020 program
August		Japan	Ricoh Japan obtains Digital Transformation certification as stipulated by Ministry of Economy, Trade and Industry (MITI)
		Japan	Ricoh Japan wins first place in three categories of Nikkei Computer Customer Satisfaction Survey for 2021-2022: Related Services (information service companies), System Development-Related Services (information service companies), and System Operating Services (information service companies)
October		Japan	J.D. Power ranks Ricoh Japan No. 1 in customer satisfaction in two IT-related fields for the seventh straight year: IT solution provider and Independent/User/Office Equipment Systems Integrator segment and server maintenance services
November		Japan	Ricoh Japan receives three prizes in Cisco Japan Partner Award 2021 [APJC SB Cisco Designed Portfolio Innovation for Partner Award], [Small & Midsize Business Partner of the Year], [Area Partner of the Year (Hokkaido/Tohoku)]
		Americas	Cannata Report readers vote DocuWare as best ECM/document management provider for second consecutive year
December		Americas	After Nines Inc. names Ricoh USA to ChannelE2E's Top 250 Public Cloud MSPs list for second consecutive year
2022	February	Europe	IDC MarketScape names Ricoh as leader in Worldwide Print in the Distributed Workforce 2022 Vendor Assessment
		Americas	

Full-Year Outlook

Maintaining forecasted sales of ¥1,910 billion and operating profit of ¥50 billion

- ✓ Impact of external factors (goods shortages and higher transportation costs)
 - Benefit from recovery measures, such as to improve MFP supply volumes for delivery at end of fiscal year by making systems compatible with multiple parts and purchasing parts from multiple vendors, securing PCs, servers, and network equipment needed for office services, and passing on costs
- ✓ Pandemic recovery delays in Office Printing Non-hardware
 - In view of improvements since fall, anticipating returns to offices despite temporary slowdowns in Europe and United States in January this year
- ✓ Leverage business unit framework to further control expenses in timely manner and continually improving structural reforms beyond initial plans
- ✓ Uphold and bring forward reviews of business portfolio, operations, and assets

Forecasts for Fiscal 2021 (Key Indicators)

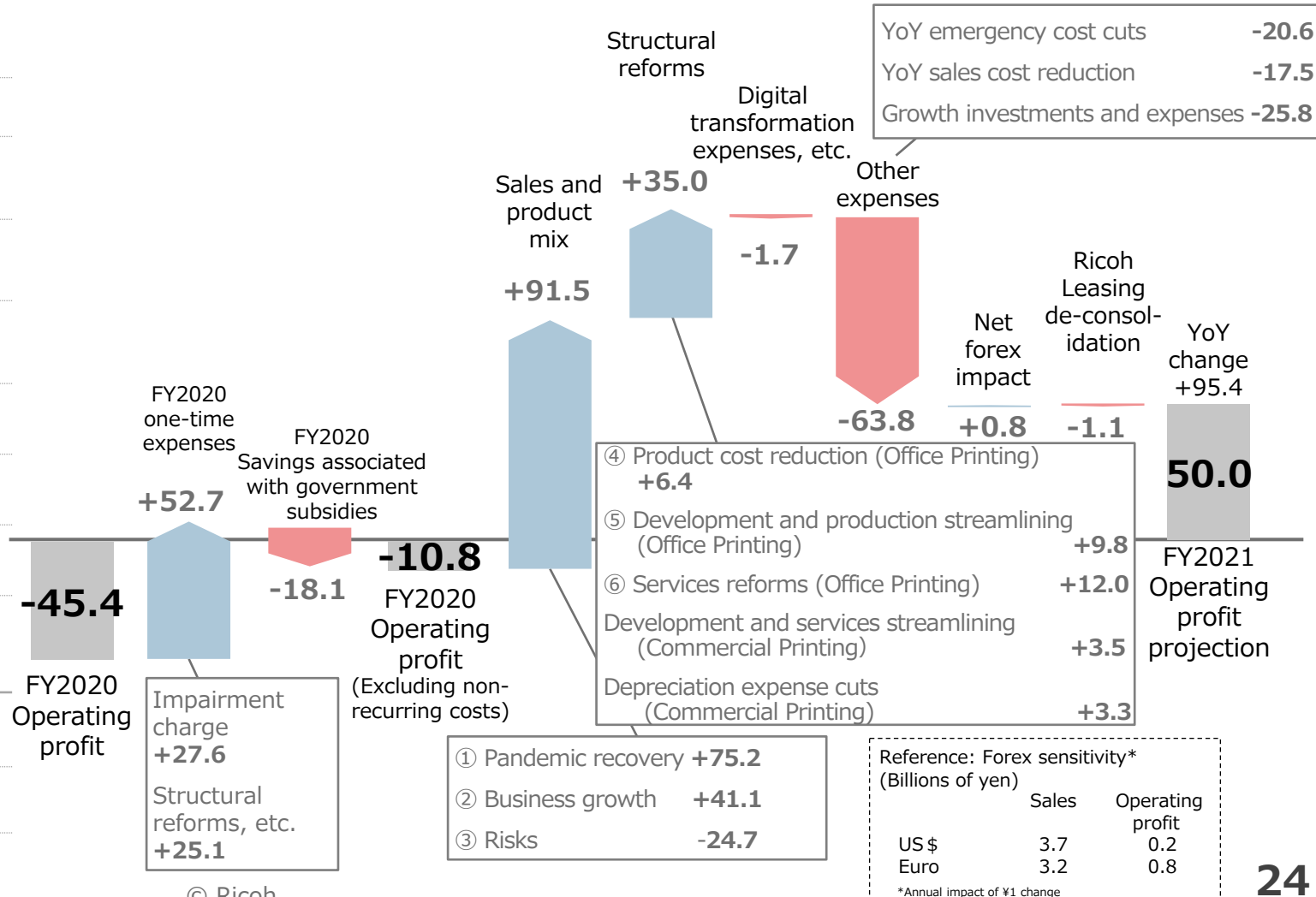
Retaining initial forecasts



	FY2021 Forecast	YoY Change
Sales	1,910.0	+13.6%
Gross profit	661.4	+15.6%
Selling, general and administrative expenses	611.4	-1.0%
Operating profit	50.0	—
Profit attributable to owners of the parent	35.4	—
EPS (Yen)	52.52	
ROE	More than 4%	—
ROIC	More than 3%	
Average exchange rates	Yen/US\$ Yen/euro	-1.05 +1.30
	105.00 125.00	
R&D expenditures	90.0	-0.3
Capital expenditures	43.0	+0.8
Depreciation	44.0	-1.3

Operating Profit Comparisons

(Billions of yen)

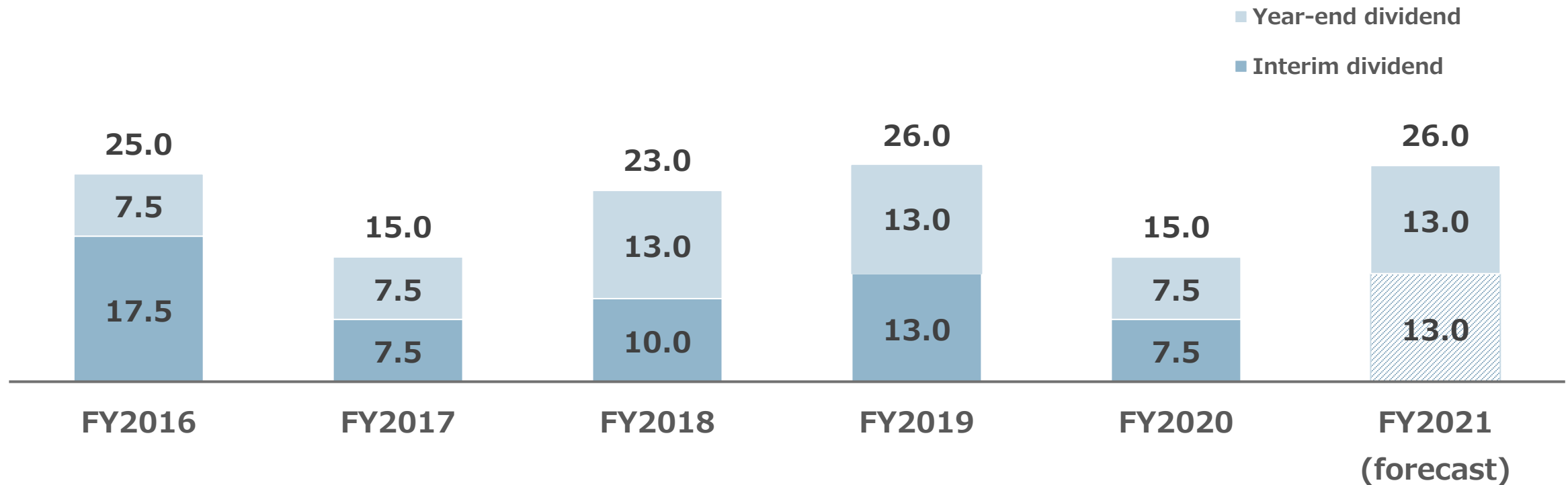


Capital Policies: Shareholder Returns

Retaining initial forecasts



- Offering interim and year-end dividends of ¥13 per share each (¥26 annually), for total payout ratio of 49.5%
- Completed ¥100 billion share repurchase program on December 8
- Retiring treasury shares on February 28, ahead of April 30 plan
- Steadily and consistently lift dividends in keeping with cash flow generation and investment and working capital circumstances



* Excluding 80th anniversary commemorative dividend

Appendix

Fiscal 2021 Forecasts by Segment

(billions of yen)

		FY2020 result	FY2021 forecast	FY2020 9M result	FY2021 9M result
Digital Services	Sales	1,376.6	1,542.0	970.7	1,037.0
	Operating Profit	-2.6	34.0	-1.4	8.7
Digital Products	Sales	357.1	378.0	255.3	273.0
	Operating Profit	16.4	42.0	7.4	33.0
Graphic Communications	Sales	159.9	196.0	115.1	135.5
	Operating Profit	-47.4	-3.5	-27.8	1.8
Industrial Solutions	Sales	115.2	147.0	82.0	83.4
	Operating Profit	-1.6	6.5	-2.3	-1.0
Other	Sales	40.0	19.0	30.5	24.9
	Operating Profit	-13.8	-17.0	-9.4	-11.1
Eliminations and Corporate	Sales	-366.9	-372.0	-260.7	-277.8
	Operating Profit	3.7	-12.0	3.8	-5.8
Total	Sales	1,682.0	1,910.0	1,193.0	1,276.1
	Operating Profit	-45.4	50.0	-29.7	25.7

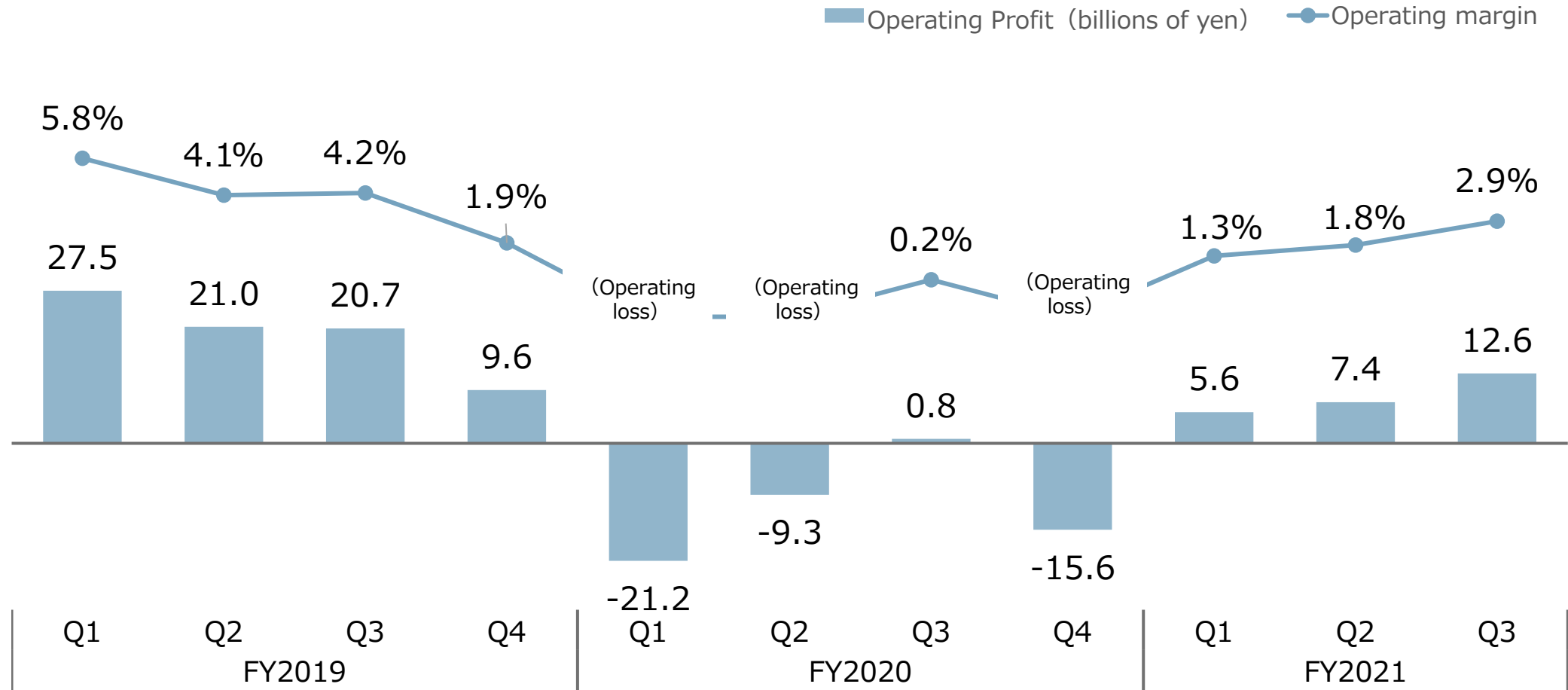
Key Performance Indicators for Major Measures

Progress in Office Printing and Office Services sluggish in Q3 owing to hardware shortages

		KPI	FY2020 results	FY2021 forecast	Q1 result	Q2 result	Q3 result	Q3 result
Office Printing	Hardware: Percentage of FY2019 sales (after excluding pandemic impact)	Sales	Q4: 82%	FY2021: 89% (Risk -5%)	○ 85%	△ 73%	△ 72%	△ 77%
	Non-hardware: Percentage of FY2019 sales (after excluding pandemic impact)	Sales	Q4: 81%	FY2021: 85% (Risk -5%)	△ 79%	△ 78%	△ 82%	△ 80%
Commercial Printing	Enterprise printing—Non-hardware: Percentage of FY2019 sales (after excluding pandemic impact)	Sales	75%	FY2021: 85%	○ 80%	○ 84%	○ 91%	○ 86%
	Production printing—Non-hardware: Percentage of FY2019 sales (after excluding pandemic impact)	Sales	73%	FY2021: 95%	○ 90%	○ 94%	○ 100%	○ 96%
Office Services	Scrum package (Japan)	Customer penetration rate	10%	15%	○ 11%	○ 11%	△ 12%	<i>same as left</i>
		Unit sales	68,000	100,000	○ 18,641	○ 19,465	△ 17,555	△ 55,661
	Sales of acquired companies in Europe	Sales growth rate		25% (vs FY2020)	◎ 36% (vs FY2020)	◎ 32% (vs FY2020)	△ 87%	△ 110%
Commercial Printing	Enterprise printing—Acquisitions of major dealers in United States and Europe	Number of dealers	36社	46	○ 44	○ 51	○ 54	
	Production printing—Major commercial printing customers secured in Europe and United States	Number of customers	81社	105	—*	—*	—*	
Office Printing	Cut costs on current models through parts sharing Automate production to cut direct labor costs Reduce new model costs with suppliers	Direct costs		2% reduction for current models	△*	△*	△*	
Office Printing	Streamline development efficiency by digitizing design work	Development labor hours per model		-14% (vs FY2020)	○*	○*	○*	
	Reduce indirect personnel by improving digital manufacturing processes and managing production remotely	Indirect workforce	-11%	-16%				
	Consolidate and reorganize production sites in line with product characteristics	Sites	18	15	16	16	16	
Office Printing	Lift maintenance efficiency through MIF penetration that cuts service work-hours	Percentage of models	38%	49%	○ 41%	○ 43%	○ 44%	
	Cultivate multiskilled customer engineers	Customer engineer reductions		- 9% (vs FY2020)	○ -5% (vs FY2020)	○ -8% (vs FY2020)	○ -10% (vs FY2020)	

Legend ◎: Much higher than projected ○: As projected △: Slightly lower than projected *Actual figures disclosed by fiscal year

Quarterly Operating Profit



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