

# Consolidated Results for Three Months Ended June 30, 2024

August 6, 2024
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

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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:** 

FY2024 (or fiscal 2024) = Fiscal year ended March 31, 2025, etc.



# **Overview of FY2024 First-Quarter Results**

# **Key Points about Performance during Term**



# Results

- Sales rose but earnings declined in line with internal plans
   Earnings declined owing to spending on Corporate Value Improvement Project and delays in posting some sales
- RICOH Digital Services
  - ✓ Office Services contributed to earnings growth with steady recurring revenues
  - ✓ Office Printing results were weak, reflecting hardware delivery delays and lower non-hardware sales in some regions
- RICOH Digital Products boosted earnings on production adjustment recovery and enhanced product mix
  - ✓ Established ETRIA Co., Ltd., with Toshiba TEC on July 1
- RICOH Graphic Communications revenues and earnings rose, primarily from growth in non-hardware sales
- RICOH Industrial Solutions thermal business recovered

### **Forecasts**

- Retaining fiscal 2024 forecasts
- Will ensure timely disclosure of costs and benefits of Corporate Value Improvement Project in line with formal decisions

# Shareholder Returns

¥30.0 billion share repurchase program progressed as planned

# **Key Indicators**



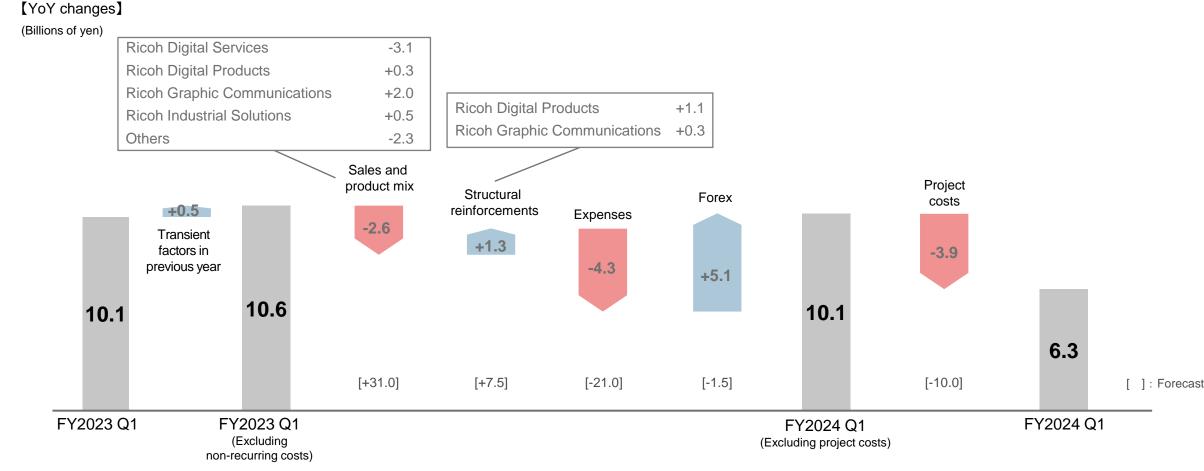
(Billions of yen)

		FY2023 Q1	FY2024 Q1	Chang	je
Sales		534.6	574.3	39.7	7.4%
Cross profit		190.1	207.1	16.9	8.9%
Gross profit		(35.6%)	(36.1%)		
Selling, general and		180.0	200.8	20.7	11.5%
administrative expense	es	(33.7%)	(35.0%)		
Operating profit		10.1	6.3	-3.8	-37.7%
Operating margin		1.9%	1.1%	-0.8pt	-
Profit attributable to over of the parent	wners	8.7	7.7	-0.9	-11.3%
EPS(Yen)		14.44	13.03	-1.41	
Average exchange rates	Yen/US\$	137.30	155.93	18.63	
Average exchange rates	Yen/euro	149.50	167.89	18.39	
Capital expenditures		10.5	10.5	-0	
Depreciation		10.7	11.4	0.7	
R&D expenditures		26.0	23.6	-2.3	

# **Operating Profit Comparisons**



- Sales and product mix did not reach forecast levels owing to delays in delivering MFP because of ocean freight issues, overshadowing
   Office Services earnings growth
- ✓ Notwithstanding inflation and higher development assets amortization, lowered expenses more than anticipated by controlling variable costs, thus covering a product and sales mix shortfall
- ✓ Incurred spending to optimize sales and service structure for Corporate Value Improvement Project



# **RICOH Digital Products**

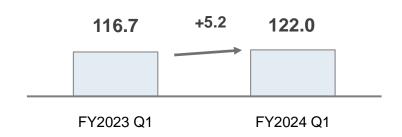


# Earnings increased on recovery from production adjustments and improved product mix

### Sales

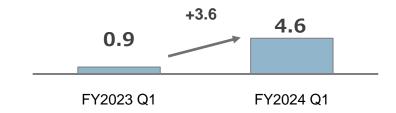
(Billions of yen)





# **Operating profit**

(Billions of yen)



### Overview

- Earnings rose from recovery in MFP production volumes and improved product mix
- Structural reinforcement measures were in line with expectations
- Formed joint venture with Toshiba Tec Corporation
  - ✓ Established ETRIA Co., Ltd., on July 1
  - Endeavoring to swiftly generate synergies

Provided highly competitive products by cultivating quality, cost, delivery, safety, and environment measures

- Produced technology synergies
- Undertook design/development and joint purchasing/procurement
- · Optimally used production sites
- · Integrated product safety standard knowhow
- · Stepped up Recycled

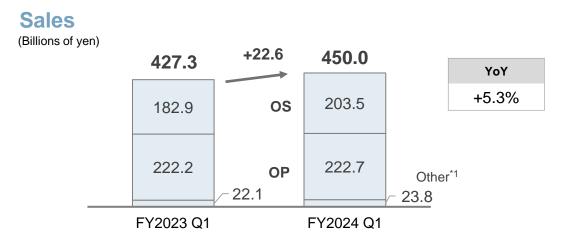
Expanded business by acquiring product suppliers and partners

Created new products and devices

# **RICOH Digital Services**

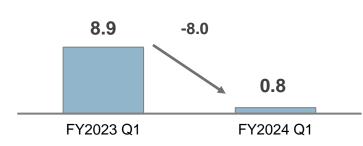


# While recurring revenues remained steady, earnings declined owing to weak Office Printing hardware sales stemming from delayed deliveries and project costs



# **Operating profit**

(Billions of yen)



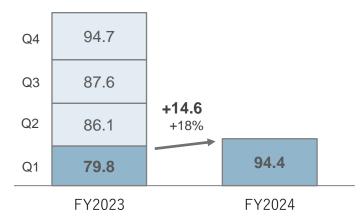
### Change breakdown(see \*2)

YoY	<b>'</b>
OS	+2.8
OP etc.	-7.8
Project co	sts-3.0

Office Services

Growth centered on IT services and application services Recurring revenues rose 18%, contributing to higher earnings Japan driving gains

### Recurring sales (billions of yen)



Office Printing (Sales)

Hardware: Experienced order backlog in Europe and United States, centered on A3 MFPs, with orders remaining firm

Non-hardware: Demand below expectations in some regions and countries

Overview

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

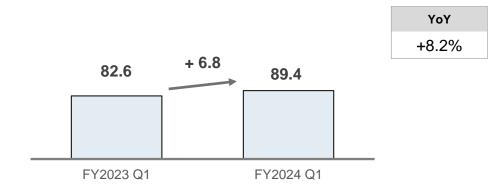
# RICOH Digital Services Office Services Overview: Japan



# Growth continued, primarily on IT services and application services demand

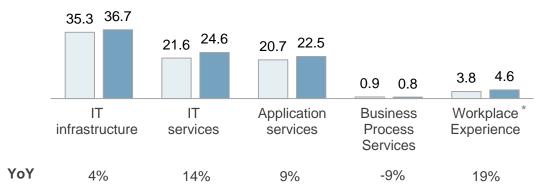


(Billions of yen)



# Sales by Category (Billions of yen)

□ FY2023 Q1 ■ FY2024 Q1



- IT services performed well
  - ✓ PC replacement deals trended up
  - ✓ Boosted Scrum Asset sales by 22% on security demand
- Application Services did well
  - Demand was solid for Scrum Packages, including for attendance management and teleworking, reflecting need to comply with legislative revisions in construction and caregiving sectors
  - ✓ RICOH kintone plus license sales rocketed five-fold

# **Highlights**

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- Expanded lineup of generative AI services that can integrate with and harness customers' internal data, launching RICOH Digital Buddy
- Received sales, integration, and two area category prizes in CYBOZU AWARD 2024

# RICOH Digital Services Office Services Overview: Europe

□FY2023 Q1 ■FY2024 Q1

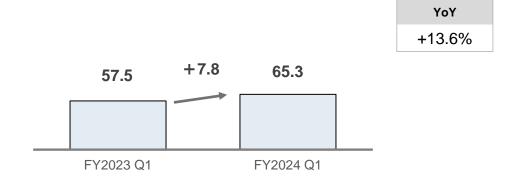


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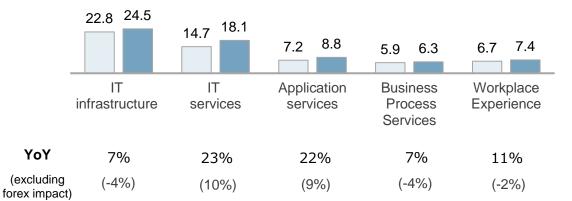
# Continued to grow despite challenging economic climate, primarily through contributions from acquired companies



(Billions of yen)



# Sales by Category (Billions of yen)



- IT services performed well
  - ✓ Such acquired companies as PFH drove growth\*
- Did well in Application Services
  - Steadily secured new contracts for DocuWare
- Acquired companies boost sales by 24%
  - Generated synergies among acquired companies and between them and existing sales companies

# Highlight

✓ Secured deals combining natif.ai and DocuWare

<sup>\*</sup>See slide 24 showing categorizations of acquired companies

# RICOH Digital Services Office Services Overview: Americas

□FY2023 Q1 ■FY2024 Q1

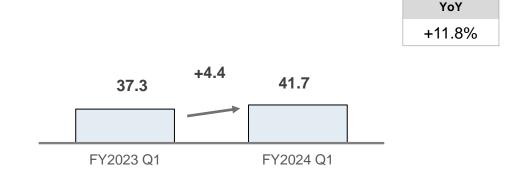


# Postponements of some deals and the transient impacts of business divestments undermined performance

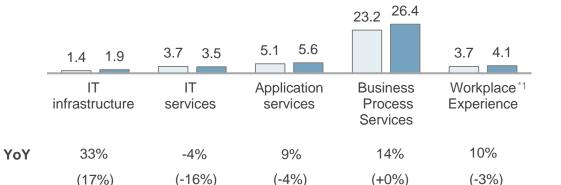
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# Sales

(Billions of yen)







- Business Process Services performance was basically unchanged
  - ✓ Performed solidly, mainly in off-site business
  - Enhanced profitability by striving to streamline operations and control pricing
- Some Workplace Experience<sup>\*1</sup> deals were delayed
  - Expanded synergies with Cenero\*2, such as by increasing add-on sales to existing customers in the Americas
- Sold eDiscovery business in fourth quarter of FY2023 as part of business selection and concentration efforts

August 6, 2024

<sup>\*1</sup> Workplace Experience: Previously named Communication Services

<sup>\*2</sup> See slide 24 showing categorizations of acquired companies

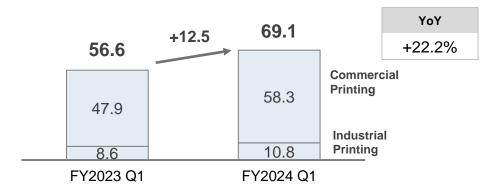
# **RICOH Graphic Communications**



# Increased revenues and earnings, with Commercial Printing and Industrial Printing businesses continuing to grow

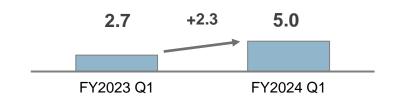
### Sales

(Billions of yen)



# **Operating profit**

(Billions of yen)



### **Overview**

### **Commercial Printing**

- Hardware:
  - ✓ Boosted sales in all regions
  - √ drupa2024 proved very successful, generating many orders, including one for more than 200 high-speed inkjet printers and strategic RICOH Pro C7500/9500 series
- Non-hardware:
  - ✓ Growth continued, mainly in Europe and Americas

Sales		FY2024			
YoY	Q1	Q2	Q3	Q4	Q1
Hardware	+11%	+17%	+4%	+7%	+32%
(Excluding forex impact)	+5%	+10%	-1%	-3%	+18%
Non- hardware	+10%	+7%	+10%	+16%	+16%
(Excluding forex impact)	+4%	+1%	+4%	+5%	+4%

### **Industrial Printing**

- Inkjet heads:
  - ✓ Sales up significantly, with revenue growth remaining robust in China

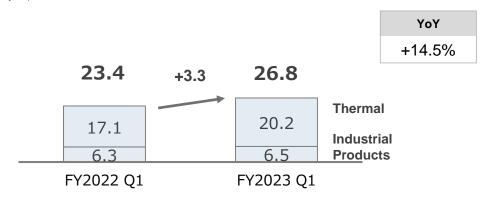
# **RICOH Industrial Solutions**



# Thermal business returned to profitability on gradually improved market conditions

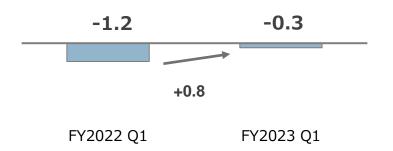
### Sales

(Billions of yen)



# **Operating profit**

(Billions of yen)



### Overview

### **Thermal**

- ✓ Boosted sales primarily in Americas on better market conditions
- Continued to reduce costs and control pricing by streamlining purchasing and production
- Expanded services for key end customers and deployed new business models, such as for label-less thermal printing, developed sales channel, and undertook sales expansion measures

### **Industrial Products**

- Industrial products and precision components businesses were on track
- ✓ Planning to transfer optical business in second quarter of FY2024

# **Statement of Financial Position**



- ✓ After factoring out exchange rate impact, total assets were down in real terms from end of previous year
- ✓ Inventories rose from securing parts and supplies for business continuity planning and from temporary delivery delays owing to increased ocean freight lead times

Assets (Billions of yen)	As of June 30, 2024	Change from Mar 31, 2024		Liabilities and (Billions of yen)
Current Assets	1,201.2	-2.0		Current Liabilities
Cash & time deposits	184.6	+7.3		Bonds and borr
Trade and other receivables	495.7	-42.3		Trade and othe
				Lease liabilities
Other financial assets	112.3	+5.4	Increase in offshore	Other current lia
Inventories	319.4	+18.8	inventories, etc.	Non-current Liabil
Other current assets	89.0	+8.6	Including assets of	Bonds and borr
			businesses slated for divestment	Lease liabilities
Non-current assets	1,128.3	+45.5		Accrued pension
Property, plant and equipment	206.0	+2.4		Other non-curre
Right-of-use assets	67.0	+4.3		Total Liabilities
Goodwill and intangible assets	433.0	+20.5	Strategic investments ( Including ICT	Total equity attr
Other financial assets	180.1	+10.4	investment in Europe,)	Noncontrolling
Other non-current assets	242.1	+7.6		Total Equity
Total Assets	2,329.6	+43.4		Total Liabilities a
Exchange rate as of Jun 30, 2024: (change from Mar 31, 2024, rate)		¥ 161.07 (+9.66) ¥ 172.33 (+9.09)		Total Debt*

Liabilities and Equity (Billions of yen)	As of June 30,	Change from	
	2024	Mar 31, 2024	
Current Liabilities	830.7	-48.5	
Bonds and borrowings	102.1	-50.4	
Trade and other payables	283.8	-21.3	
Lease liabilities	23.8	+1.3	
Other current liabilities	420.7	±71 U	Including liabilities of businesses slated for
Non-current Liabilities	402.1	+60.3	divestment
Bonds and borrowings	253.7	+56.7	
Lease liabilities	51.0	+3.0	
Accrued pension & retirement benefits	37.9	+0.7	
Other non-current liabilities	59.3	-0.1	
Total Liabilities	1,232.8	+11.7	Increases from yen's
Total equity attributable to owners of the parent	1,070.7	+32.0	depreciation despite of increased dividends
Noncontrolling Interest	26.0	-0.3	and share repurchases
Total Equity	1,096.8	+31.6	
Total Liabilities and Equity	2,329.6	+43.4	
Total Debt <sup>*</sup>	355.9	+6.3	

# **Statement of Cash Flows**



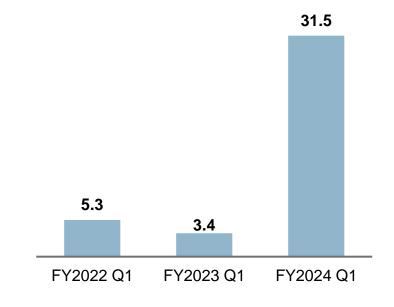
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# Free cash flow was up significantly on such factors as an improved receivables and payables balance

(Billions of yen)	FY2023 Q1	FY2024 Q1
Profit	8.5	7.4
Depreciation and amortization	25.7	28.4
Other operating activities	0.1	19.2
Net cash provided by (used in) operating activities	34.4	55.1
Plant and equipment	-10.3	-10.4
Purchase of business, net of cash acquired	-13.1	-6.1
Other investing activities	-7.5	-6.9
Net cash provided by (used in) investing activities	-31.0	-23.6
Net increase of debt and bonds	-23.3	-0.1
Dividends paid	-10.3	-10.8
Payments for purchase of treasury stock	-0	-12.3
Other financing activities	-8.7	-8.6
Net cash provided by (used in) financing activities	-42.4	-31.9
Effect of exchange rate changes on cash and cash equivalents	8.5	6.9
Net increase (decrease) in cash and cash equivalents	-30.4	6.5
Cash and cash equivalents at end of period	180.4	176.2
Free cash flow*	3.4	31.5

# **Free Cash Flow**

(Billions of yen)



<sup>\*</sup>Free cash flow: net cash used in operating activities plus net cash used in investing activities



**Fiscal 2024 Outlook** 

Initial outlook unchanged

# **Key Indicator Outlooks for FY2024**

Initial forecasts unchanged



(Billions of yen)

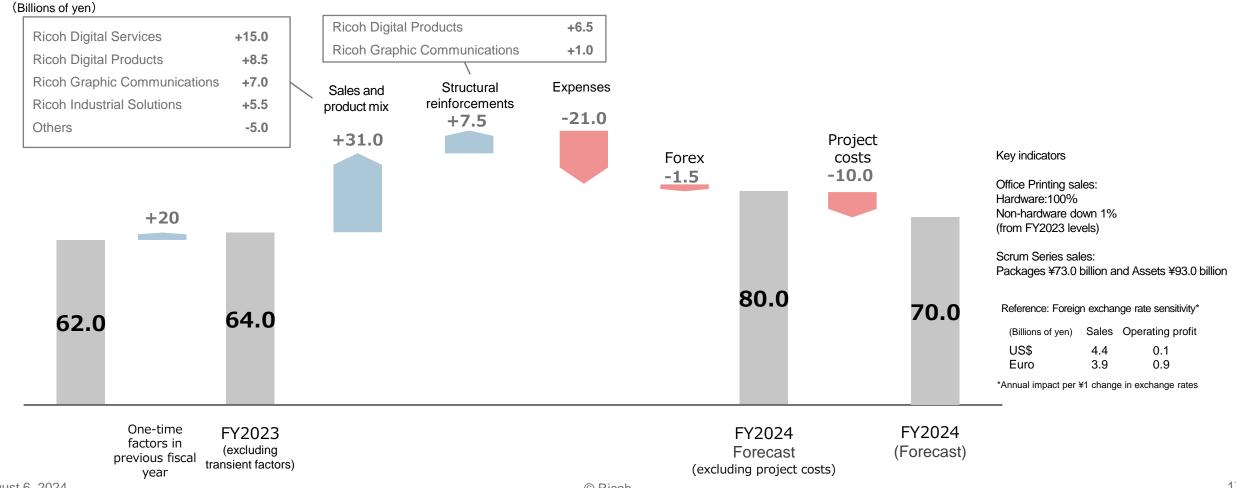
	FY2023	FY2024 Forecast	YoY	
Sales	2,348.9	2,500.0	+151.0	+6.4%
Gross profit	820.0 (34.9%)	900.0 (36.0%)	+79.9	+9.7%
Selling, general and administrative expenses	758.0 (32.3%)	830.0 (33.2%)	+71.9	+9.5%
Operating profit	62.0	70.0	+7.9	+12.9%
Operating margin	2.6%	2.8%	+0.2pt	-
Profit attributable to owners of the parent	44.1	48.0	+3.8	+8.7%
EPS (Yen)	72.58	81.42	+8.84	
ROE	4.5%	4.6%	+0.1pt	
ROIC	3.3%	3.7%	+0.4pt	
Average exchange Yen/US\$ rates Yen/euro	144.53 156.74	145.00 155.00	+0.47 -1.74	
R&D expenditures	109.8	95.0	-14.8	
Capital expenditures	53.2	50.0	-3.2	
Depreciation	44.0	46.0	+1.9	

# **FY2024 Outlook Operating Profit Comparisons**



- Boost earnings by continuing to expand Office Services, rebuild MFP production and sales collaboration, and increase sales of new RICOH Graphic Communications products
- Endeavor to lift operating profit to around ¥80 billion through Enterprise Value Improvement Project

# YoY changes



# **Segment Sales and Operating Profit**



(Billions of yen)		FY2023 Results
Ricoh Digital Services	Sales	1,852.8
	Operating profit	40.8
Ricoh Digital Products	Sales	484.4
	Operating profit	17.3
Ricoh Graphic	Sales	262.1
Communications	Operating profit	15.4
Ricoh Industrial	Sales	113.5
Solutions	Operating profit	-0.3
Other (Camera, New business)	Sales	45.6
(Carrera, New Business)	Operating profit	-10.5
Eliminations and corporate	Sales	-409.6
	Operating profit	-0.8
Total	Sales	2,348.9
	Operating profit	62.0

FY2024 Forecast	change
1,947.0	+94.1
44.0	+3.1
558.0	+73.5
29.0	+11.6
284.0	+21.8
17.0	+1.5
123.0	+9.4
6.5	+6.8
36.0	-9.6
-8.5	+2.0
-448.0	-38.3
-18.0	-17.1
2,500.0	+151.0
70.0	+7.9

# **Shareholder Returns**



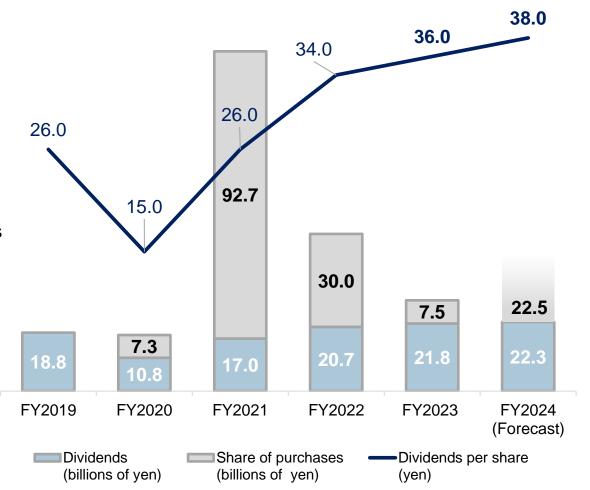
- Maintain 50% total return target
- Lift earnings per share by boosting dividends and repurchasing shares

### Dividends per share

- ✓ Boost to ¥36 per share for FY2023 (¥18 interim and ¥18 year-end)
- ✓ Boost to ¥38 per share in FY2024 (¥19 interim and ¥19 year-end)

### **Treasury Stock**

- ✓ On February 6, 2024, established a treasury stock repurchase facility of ¥30 billion, acquiring ¥7.5 billion in stocks in FY2023
- Keep reviewing cash flow allocations and flexibly execute capital policies in line with operating climate and based on business environment and progress with strategic investments
  - ✓ Gradually increase foreign currency translation account to reach targeted optimal capital structure of around ¥1 trillion (¥900 billion after excluding foreign currency translation adjustments)
  - ✓ Growth investment policy unchanged





# **Appendix**

# **Key Performance Indicators for Priority Measures**



ROIC

Operating profit	Priori	ty measures	Key Performance Indicators	Y2024 targets	Q1 results
	RICOH Digital	Expand digital services in	Office services recurring revenue growth rate*	+10%	+9%
	Services	office domain	Japan Scrum series sales Packages Assets	¥73.0 billion ¥94.0 billion	¥15.2 billio ¥14.7 billio
			Growth rates of acquired European and U.S. Office Services companies*	+10%	+8%
	RICOH Digital Products	Deliver operational excellence	Variable cost reductions	¥6.5 billion	¥1.1 billic
	RICOH Graphic	Expand sales of strategic products to drive offset to	Commercial Printing unit sales growth rate		
	Communications	digital transition	High-end color cutsheet printers	+25%	+42%
//			High-speed inkjet printers	+90%	-
	RICOH Industrial Solutions	Thermal business: Accelerate digital service business	Services for key end customers, etc.  New business model growth rate*	+50%	-
	Headquarters	Develop digital professionals	Number of employees with Ricoh Digital Skills Level 2 or above (Japan)	3,200	-
	Defines measures that we can	Employ diverse talent	Employee Engagement score	3.86	-
	execute and achieve profitably	Reinforce intellectual property capabilities for digital services	Digital services patent application ratio	50%	-
nvested _ capital	ccc	1	ss unit; strengthen inventory and production and sa eadquarters supply chain management	les	

\*YoY sales growth excluding forex impact

August 6, 2024

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# **Segment Overview**



Business Segments	Key Businesses and Functions	Core Products and Services
		IT services: IT infrastructure (including hardware) and IT services
	Office Services	Process Automation: Application services and Business process services
		Workplace Experience: Communication services (including hardware)
Ricoh Digital Services	Office Printing	Hardware: MFPs, printers
	(Sales)	Non-hardware: Consumables, services, and support
	Other	Businesses running independently in regions
	Other	(Including environmental energy and Ricoh Service Advantage)
	Office Printing	Hardware: MFPs, printers, and communication devices  • In-house sales to Ricoh Digital Services and original equipment
<b>Ricoh Digital Products</b>	(Development and	Non-hardware: Consumables — manufacturing MFPs, printers and consumables
	manufacturing)	Other: Scanners and electrical units have been produced by ETRIA since FY2024 Q2.
	Commercial Printing	Hardware: Production printers
Ricoh Graphic	Commercial Printing	Non-hardware: Consumables, services, and support
Communication	La describial Deire Corn	Hardware: Inkjet heads and industrial printers
	Industrial Printing	Non-hardware: Consumables, services, and support
	Thermal	Thermal paper, thermal transfer ribbons, and label-less thermal
Ricoh Industrial		
Solutions	Industrial Products	Industrial optical components, precision instrument components, and industrial equipment

# **Becoming a Digital Services Company**



# **Digital Services** Sales Ratio

Frontlines digitalization Office digital services

**FY23** 

FY24 Forecast **FY24 Q1** 

### FY2025 sales

60%+

Largely through Office Services

50%

and overall growth

- Materialized business selection and concentration
- Evolved collaboration with other companies (including through joint venture with Toshiba Tec)
- Reviewed production structure
- Pursued operational excellence
- Reevaluated assets
- Optimized development and headquarters expenses

In Office Printing, after services decline and external factors

- Reinforced and reformed business structure, and overhauled enterprise resource planning
- · Deployed production measures
- Procured parts flexibly

Launched Ricoh Business Booster

Deployed strategic Commercial

Printing models

- Expanded collaborations with other companies and original equipment manufacturing
- Controlled pricing
- Bolstered investments in people

**Optimized resources** allocation through **Corporate Value Improvement Project** 

**Expanded digital** 

professional

development

program

**FY24** 

Established ETRIA Co.,

Ltd., with Toshiba TEC

- Provide digital transformation support for print sites
- Engage in initiatives to implement inkjet technology
- Undertake digital projects for thermal technology

Leverage robust direct sales and services reach with customers

Office digital services

digitalization

**Frontlines** 

- Head office leading core development to support regional strategies
- Generally deploy acquired IT services and audiovisual technologies
- **Expand managed services**
- **Expand in-house software assets and earnings**
- Further reinforce digital training
- and establish corporate venture capital unit **FY25**

Started deploying thermal collaboration strategy

- - Accelerated strategic model expansions
- Cumulative Scrum package sales reached 200,000 units Strengthened and accelerated Scrum Assets and narrowed

Scrum series: Focused away from unit sales toward profits

Launched RICOH kintone plus

Acquired software developer Acquired IT services firm



**FY22 FY21** 

**FY23** 

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Uphold discontinuous growth and strategic investments

Acquired systems Acquired IT services firm integrator Acquired software developer

Commercialized labelless

thermal technology

Acquired IT

August 6, 2024

services firm

Acquired IT services firm 🐴 Acquired software 🙈 Acquired audiovisual systems integrator

Acquired PFU

# Organizational expansion progress

imagine. change. Countries and Workplace **IT Services Application Services** regions **Experience** Company name PFH Alliance and Ridgian **Pure AV UK/Ireland** (Acquisition date) (FY2023) in-house apps (FY2015) (FY2022) natif.ai MTI **DocuWare DocuScan** ADA Company **DataVision** Germany (FY2020) (FY24) (FY2013) (FY19) (FY23) acquired in (FY2020) FY2024 Corelia **France** (FY2022) Alliance and in-house apps NPO Mauden Italy (FY2019) (FY2014) Spain/ IPM & TS **Pamafe Aventia** TechnoTrends **Portugal** (FY2019) (FY2021) (FY2013) (FY2015) The **Avantage Netherlands** (FY2021) Preparing to LAKE **Axon Ivy** expand Switzerland (FY2019) (FY2021) globally **UpFront** Orbid Belgium (FY2015) (FY2020) Deploying Deploying SimplicITy offerings **Poland** offerings (FY2020) across globally Europe AVC Scandinavia (FY2022) **PFU RICOH kintone plus** Japan (FY2022) (FY2022) North Cenero **America** (FY2022) Latin Videocorp (FY2023) **America** © Ricoh

August 6, 2024

RICOH

# **Data** (for RICOH Digital Services)



### **Office Services**

### Scrum series performance (billions of yen)

Sale	FY2024 Q1	YoY
Scrum Packages	15.2	26%
Scrum Assets	14.7	22%
Total	29.9	24%

Unit	FY2024 Q1	YoY
Scrum Packages	19,985	3%

### Sales by Category

		FY2023				FY2024		
,	Sales (billions of yen)	Q1	Q2	Q3	Q4	Q1	YoY	(Excluding forex impact)
(	Office services business	182.9	209.7	204.0	246.4	203.5	+11%	+4%
	IT infrastructure	61.5	71.4	67.6	91.4	65.7	+7%	+2%
	IT services	41.0	47.9	46.4	53.8	47.5	+16%	+10%
	Application services	34.3	40.3	37.4	47.1	38.5	+12%	+7%
	Business process services	30.5	32.4	33.5	34.0	34.3	+12%	-1%
	Workplace Experience*	15.4	17.6	18.8	20.0	17.4	+13%	+4%

<sup>\*</sup> Workplace Experience: Previously named Communication Services

### Major business activities in each segment

### **IT Services**

**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

### **Process Automation**

**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

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

### **Workplace Experience** (renamed from Communication Services)

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

# Data (for RICOH Digital Services and RICOH Graphic Communications)



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# **Office Printing**

Sales		FY2024			
YoY	Q1	Q2	Q3	Q4	Q1
Hardware	+16%	+11%	+5%	-1%	-5%
(Excluding forex impact)	+10%	+5%	-1%	-10%	-14%
Non- hardware	+3%	+1%	+4%	+6%	+4%
(Excluding forex impact)	-1%	-3%	-0%	-1%	-3%

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

Sales		FY2024			
YoY	Q1	Q2	Q3	Q4	Q1
Japan	-0%	-1%	+1%	+3%	+1%
Americas	+9%	+7%	+3%	+1%	-2%
(Excluding forex impact)	+3%	+3%	-1%	-10%	-14%
EMEA	+14%	+13%	+9%	+7%	+4%
(Excluding forex impact)	+5%	-0%	-2%	-6%	-7%

# **Commercial Printing**

Sales		FY2024			
YoY	Q1	Q2	Q3	Q4	Q1
Hardware	+11%	+16%	+4%	+7%	+32%
(Excluding forex impact)	+5%	+10%	-1%	-3%	+18%
Non- hardware	+9%	+7%	+10%	+16%	+16%
(Excluding forex impact)	+4%	+1%	+4%	+5%	+4%

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

Sales		FY2024			
YoY	Q1	Q2	Q3	Q4	Q1
Japan	-12%	-5%	+1%	-8%	+4%
Americas	+12%	+14%	+6%	+12%	+24%
(Excluding forex impact)	+6%	+9%	+1%	+0%	+9%
EMEA	+10%	+11%	+14%	+11%	+20%
(Excluding forex impact)	+2%	-1%	+4%	-2%	+7%

# Other



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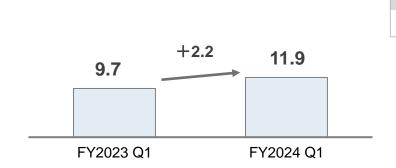
# Shrank losses on such factors as cost controls in new business areas and strong performance of cameras

YoY

+23.1%

### Sales

(Billions of yen)



# Overview

### **Smart Vision**

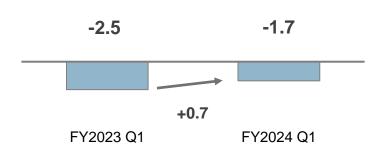
 Strengthened business-to-business operations and bolstered profitability

### Social Infrastructure

- Deployed services that help streamline road infrastructure maintenance and management
- ✓ Ministry of Land, Infrastructure, Transport and Tourism's technology catalog included our mobile simple road surface inspection support service

# Operating profit

(Billions of yen)



### Cameras

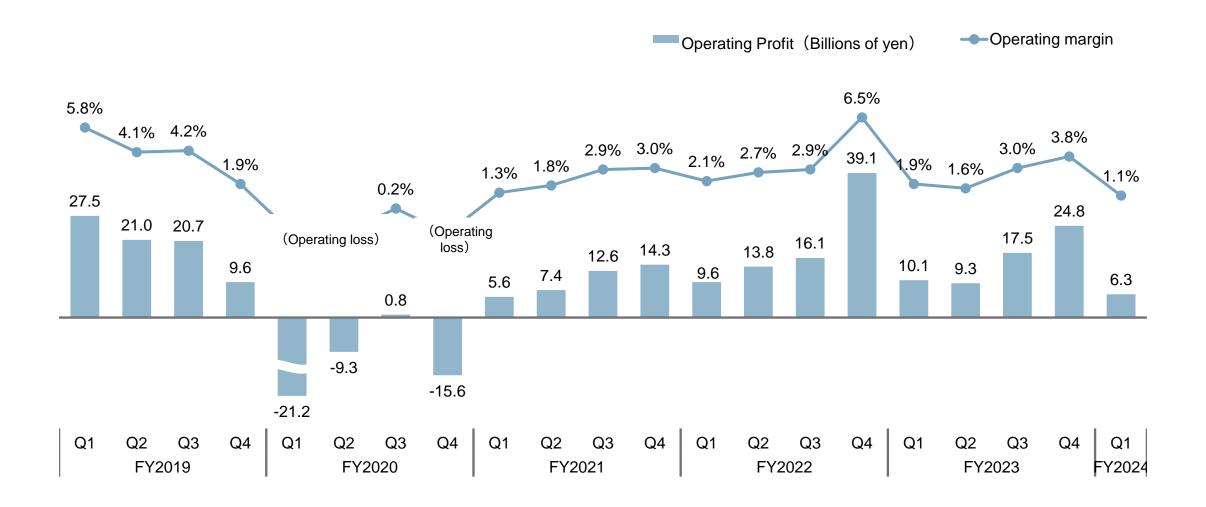
Continued to perform solidly

<sup>·</sup>Part of PFU business portion allocated to Other was transferred to Ricoh Digital Products and Ricoh Digital Services.

# **Quarterly Operating Profit**



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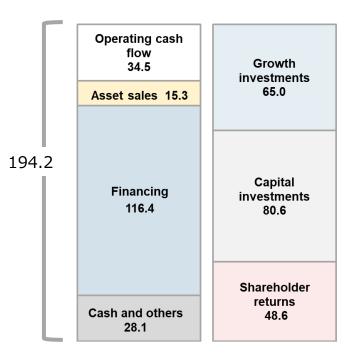


# **Cash Flow Allocations**

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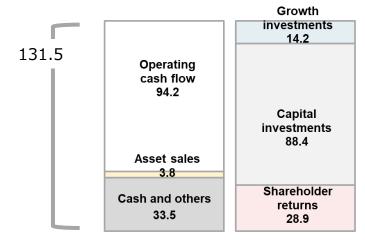
Note: On cash outflow basis, in billions of yen

**FY2022** 



- ✓ Operating cash flow declined owing to higher inventories and other factors
- ✓ Procured funding for PFU and other growth investments
- ✓ Used cash and time deposits and asset sales to repurchase ¥30 billion in shares

**FY2023** 



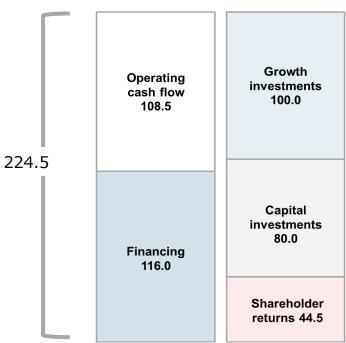
### **Forecasts**

- ✓ Improve operating cash flow by optimizing higher inventories
- ✓ Allocate cash and time deposits and financing to growth investments at previous year's levels

### Results

- ✓ Improved operating cash flows and optimized cash and time deposits by optimizing inventories
- ✓ Assessed and postponed some growth investments
- ✓ Repurchased ¥7.5 billion in shares with internal funds

# FY2024(Forecast)



- ✓ Expecting operating cash flow to increase from completing production adjustments and boosting earnings
- ✓ Investing for growth and repurchasing ¥22.5 billion in shares
- ✓ Continuing to optimize cash and time deposits and employ financing

### FY2025 forecasts

- ✓ Improve operating cash flows by driving growth
- ✓ Employ financing for growth investments in Office Services domain
- ✓ Explore increasing shareholder returns as needed

# **ESG Update**



# **Major ESG Awards and Recognition**

**April 2024** Awarded EcoVadis Gold Sustainability Rating

June Selected as one of the "Asia Pacific Climate Ricoh named in Asia-Pacific Climate Leaders list for third

consecutive year

Ricoh named in TIME World's Most Sustainable Companies of 2024

July Ricoh USA earns 2023 Great Place To Work certification

Government Pension Investment Fund selects Ricoh for inclusion in all six of its ESG indices for

Japanese equities

### **ESG** Action

May 2024 Signs fourth Mizuho Eco Finance Ioan agreement with Mizuho Bank, Ltd.

June Signs third Positive Impact Finance loan agreement with Sumitomo Mitsui Trust Bank, Limited

**Endorses and registers as adopter of Taskforce on Nature-related Financial Disclosures** 

**Implements Ricoh Global SDGs Action 2024** 

Aims to achieve SDGs and accelerate business growth from all employees understanding and committing to diversity,

equity, and inclusion

July Ricoh Japan publishes Sustainability Report 2024 and "SDGs Communication Book 2024

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