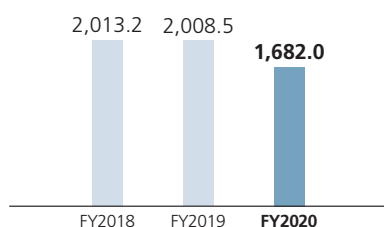


Financial and Future Financial Highlights

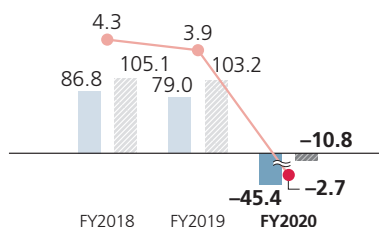
Sales

(Billions of yen)



Operating profit (loss)/ Operating margin

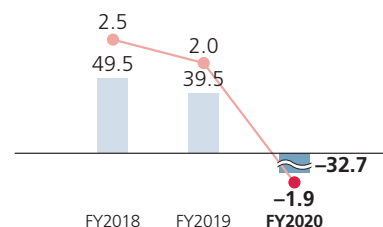
(Billions of yen/%)



■ Operating profit (loss) ● Operating margin
▨ Operating profit or loss excluding special factors

Profit (loss) attributable to owners of the parent/Profit (loss) margin

(Billions of yen/%)



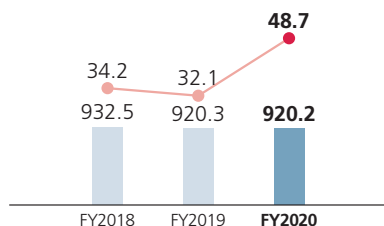
■ Profit (loss) attributable to owners of the parent ● Profit (loss) margin

Total equity attributable to owners of the parent

(billions of yen)

Equity attributable to owners of the parent ratio

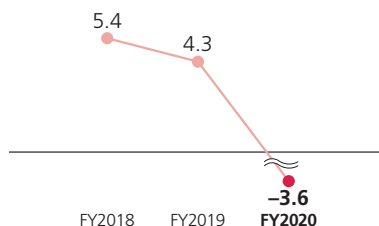
(equity ratio %)



■ Total equity attributable to owners of the parent
● Equity attributable to owners of the parent ratio (equity ratio)

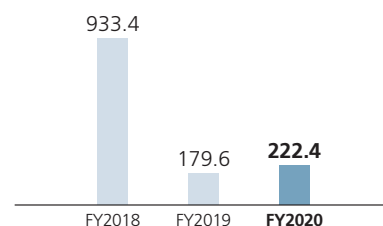
ROE

(%)



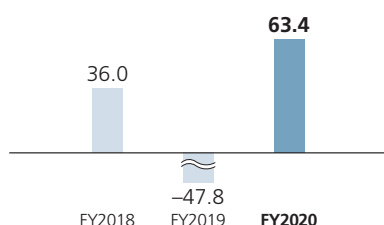
Consolidated interest-bearing debt

(Billions of yen)



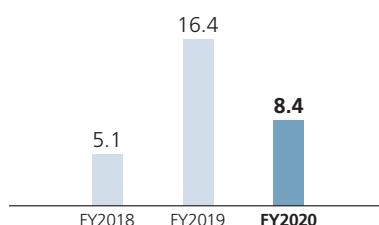
Free cash flow

(Billions of yen)



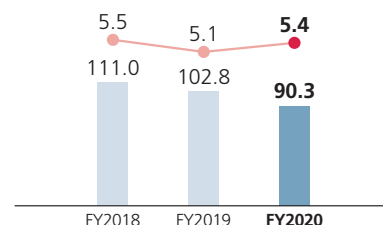
Business acquisitions ¹

(Billions of yen)



R&D expenditures/Research budget ratio

(Billions of yen/%)



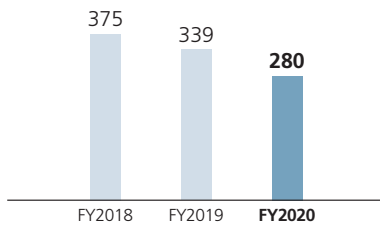
■ R&D expenditures
● Research budget ratio

INFO

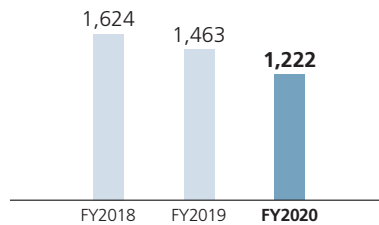
¹ Business acquisitions

Amount recorded under cash flows from investing activities in the Consolidated Statements of Cash Flows.

GHG emissions (Scope 1 and 2) ↑
(1,000 t-CO₂)

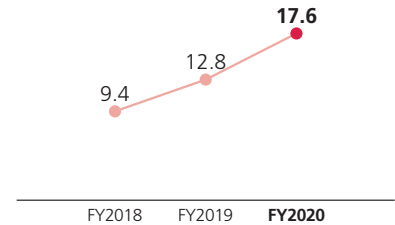


GHG emissions (Scope 3)*
(1,000 t-CO₂)

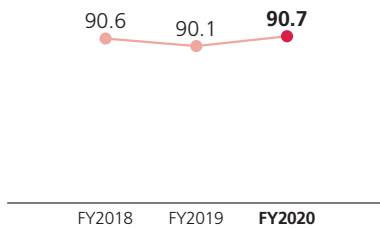


* Procurement, use, and logistics categories

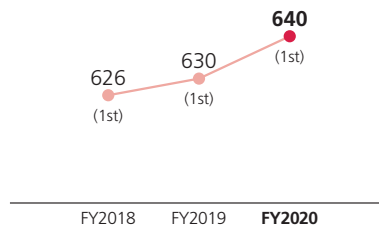
Renewable energy ratio
(%)



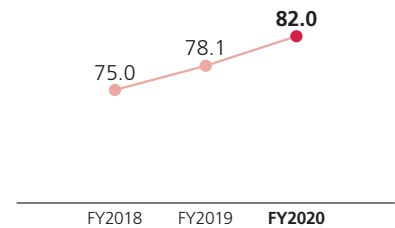
New resource incorporation rate
(%)



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

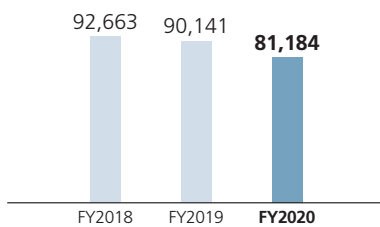


Employee engagement
(%)

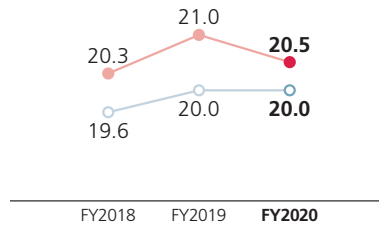


* Conducted at some major global affiliates in fiscal 2018 and fiscal 2019

Total number of employees

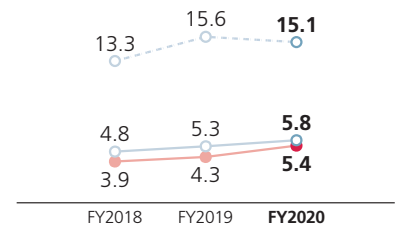


Average service length by gender
(Years)



● Women
○ Men
* Ricoh Company, Ltd.

Ratio of women in managerial positions
(%)



● Ricoh Company, Ltd. ○ Ricoh Group (Japan)
○ Ricoh Group (Global)

[WEB](#) Refer to our website: [Environmental performance data: Energy conservation](#)