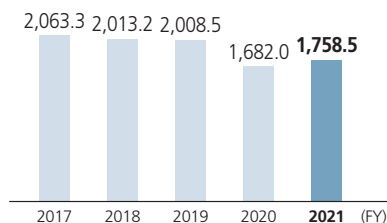


# Financial and Future Financial Highlights

## Sales

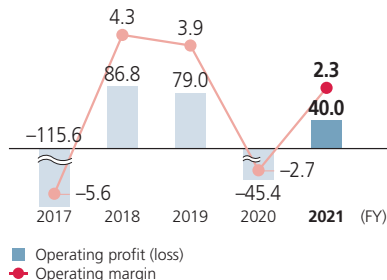
(Billions of yen)



Rose 4.5%, to ¥1,758.5 billion

## Operating profit (loss)/ Operating margin

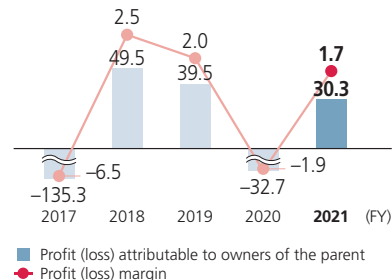
(Billions of yen/%)



An ¥85.4 billion turnaround

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

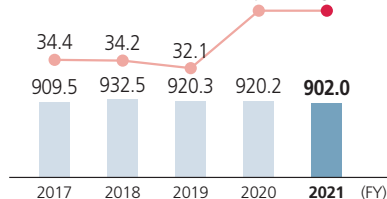
(Billions of yen/%)



An increase of ¥63.1 billion from the previous fiscal year

## Total equity attributable to owners of the parent/Equity attributable to owners of the parent ratio (equity ratio)

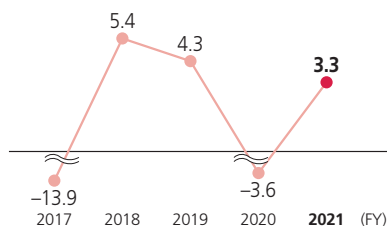
(Billions of yen/%)



Equity attributable to owners of the parent ratio remained solid at 48.7%

## ROE

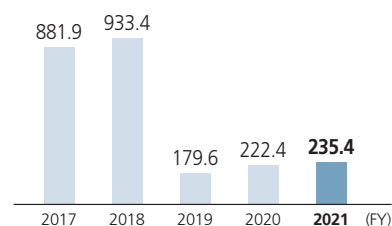
(%)



Significant improvement from the prior year, reflecting business portfolio, stockholding, and asset reviews

## Consolidated interest-bearing debt

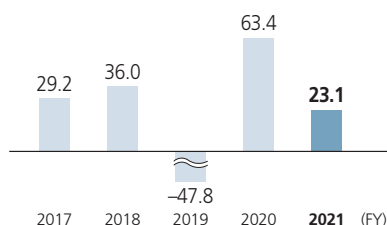
(Billions of yen)



Up ¥13.0 billion, largely through short-term transfers of long-term debt

## Free cash flow

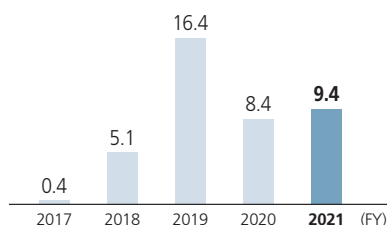
(Billions of yen)



Down ¥40.2 billion, to ¥23.1 billion yen

## Business acquisitions

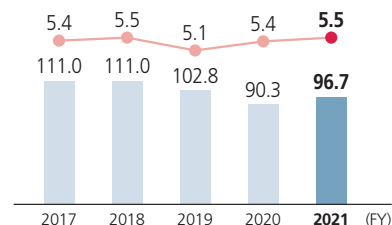
(Billions of yen)



Flexibly secured resources needed for business growth

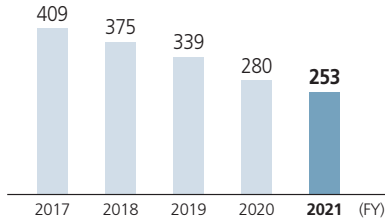
## R&D expenditures/Research budget ratio

(Billions of yen/%)



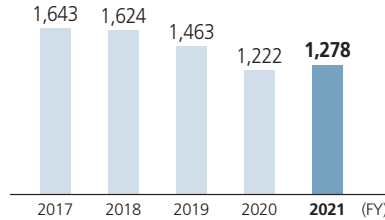
Invested to drive ongoing innovations

**GHG emissions (Scope 1 and 2)**  
(1,000 t-CO<sub>2</sub>)



Promoted renewable energy through on-site power purchase agreements in Japan and abroad

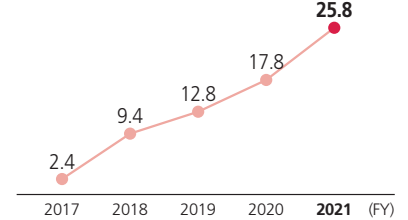
**GHG emissions (Scope 3)\***  
(1,000 t-CO<sub>2</sub>)



\* Procurement, use, and logistics categories

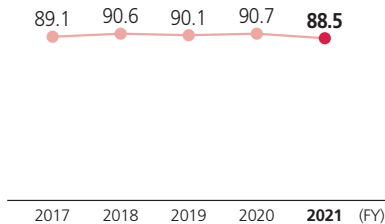
Reduction through efforts such as pursuing Energy Star certification for imaging products

**Renewable energy ratio**  
(%)



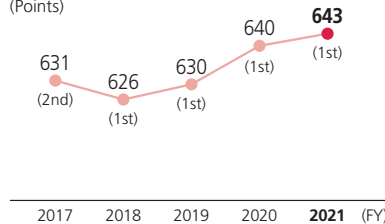
100% renewable energy ratio of electricity used was achieved by 31 companies in 24 countries

**Virgin material usage ratio**  
(%)



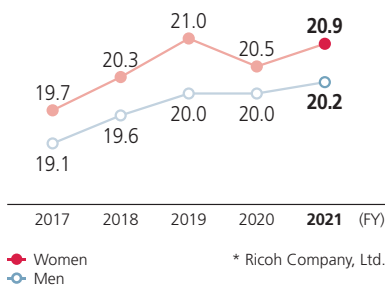
Increased ratio of plastic recovery materials used in six flagship MFPs and printers

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



Maintained the industry's top satisfaction rating since FY2018

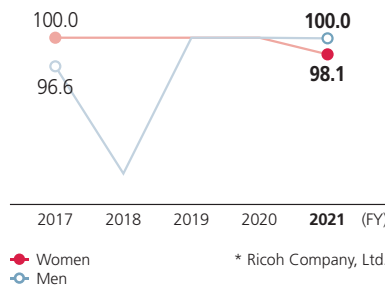
**Average service length by gender\***  
(Years)



\* Ricoh Company, Ltd.

New rules, mindset and corporate culture improvements were among work practice reform efforts resulting in average years of service among women exceeding level for men

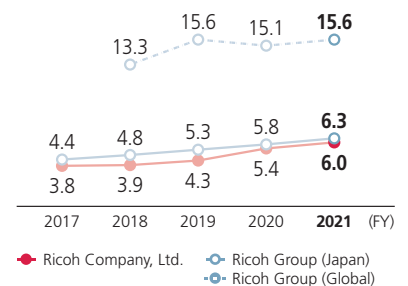
**Childcare leave utilization rate\***  
(%)



\* Ricoh Company, Ltd.

Utilization rate for men remains at 100% for the third year in a row

**Ratio of women in managerial positions**  
(%)



Steadily increasing number of women in managerial positions through initiatives to cultivate talented and motivated individuals

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