

FLASH REPORT

Year ended March 31, 2021

(Results for the Period from April 1, 2020 to March 31, 2021)

Performance Outline (Consolidated)

(1) Year ended March 31, 2020 and 2021 (Actual result) and Year ending March 31, 2022 (Forecast)

				(Billions of yen)	
	Year ended March 31, 2020 Results	Year ended March 31, 2021 Results	Change	Year ending March 31, 2022 Forecast	Change
Domestic sales	872.3	753.0	(13.7%)	790.0	4.9%
Overseas sales	1,136.2	929.0	(18.2%)	1,120.0	20.6%
Sales	2,008.5	1,682.0	(16.3%)	1,910.0	13.6%
Gross profit	721.5	572.3	(20.7%)	661.4	15.6%
Operating profit (loss)	79.0	(45.4)	-	50.0	-
Profit (loss) before income tax expenses	75.8	(41.0)	-	54.3	-
Profit (loss) attributable to owners of the parent	39.5	(32.7)	-	35.4	-
Exchange rate (Yen/US\$)	108.80	106.05	(2.75)	105.00	(1.05)
Exchange rate (Yen/EURO)	120.90	123.70	2.80	125.00	1.30
Earnings per share attributable to owners of the parent-basic (yen)	54.58	(45.20)	(99.78)	52.52	97.72
Earnings per share attributable to owners of the parent-diluted (yen)	54.58	(45.20)	(99.78)	52.52	97.72
Profit (loss) on equity attributable to owners of the parent (%)	4.3	(3.6)	(7.9)	-	-
Profit (loss) before income tax expenses on total assets (%)	2.7	(1.7)	(4.4)	-	-
Operating profit (loss) on sales (%)	3.9	(2.7)	(6.6)	2.6	5.3
Cash flows from operating activities	116.7	126.9	10.2	-	-
Cash flows from investing activities	(164.5)	(63.5)	101.0	-	-
Cash flows from financing activities	75.7	(4.0)	(79.8)	-	-
Cash and cash equivalents at end of the year (*1)	263.6	330.3	66.6	-	-
Capital expenditures (*2)	86.5	42.1	(44.4)	43.0	0.8
Depreciation (*2)	62.5	45.3	(17.1)	44.0	(1.3)
R&D expenditures	102.8	90.3	(12.4)	90.0	(0.3)
Number of employee (Japan) (thousand people)	31.6	30.3	(1.2)	-	-
Number of employee (Overseas) (thousand people)	58.4	50.8	(7.6)	-	-

	March 31, 2020	March 31, 2021	Change
Total assets	2,867.6	1,887.8	(979.7)
Equity attributable to owners of the parent	920.3	920.2	(0.1)
Interest-bearing debt (*3)	179.6	222.4	42.7
Equity attributable to owners of the parent ratio (%)	32.1	48.7	16.6
Equity per share attributable to owners of the parent (yen)	1,270.47	1,281.29	10.82

*1 The amounts shown as "cash and cash equivalents at end of the year" are shown on the consolidated statement of cash flows.

*2 The amounts presented in capital expenditures and depreciation are for property, plant and equipment.

*3 The amounts are shown bonds and borrowings.

Ricoh Company, Ltd.

* The forecasted results and forward-looking statements included in this document are based on information available to the Company as of the date and certain assumptions that the Company considers reasonable. The Company makes no guarantees with respect to the achievement of its results forecasts or forward-looking statements. Actual results might be significantly different from the forecasts in the document, depending on various factors. For the assumptions used in the forecast and other related information, please refer to "Forecast for the coming fiscal year" on page 8.

(2) Three months ended March 31, 2020 and 2021

(Billions of yen)

	Three months ended March 31, 2020 Results	Three months ended March 31, 2021 Results	Change
Domestic sales	235.2	236.2	0.4%
Overseas sales	279.4	252.7	(9.6%)
Sales	514.6	488.9	(5.0%)
Gross profit	172.2	156.5	(9.1%)
Operating profit (loss)	9.6	(15.6)	-
Profit (loss) before income tax expenses	7.4	(15.4)	-
Profit (loss) attributable to owners of the parent	(1.9)	(10.2)	-
Exchange rate (Yen/US\$)	109.01	105.95	(3.06)
Exchange rate (Yen/EURO)	120.26	127.78	7.52
Earnings per share attributable to owners of the parent-basic (yen)	(2.65)	(14.18)	(11.53)
Earnings per share attributable to owners of the parent-diluted (yen)	(2.65)	(14.18)	(11.53)
Profit (loss) on equity attributable to owners of the parent (%)	(0.2)	(1.1)	(0.9)
Profit (loss) before income tax expenses on total assets (%)	0.3	(0.8)	(1.1)
Operating profit (loss) on sales (%)	1.9	(3.2)	(5.1)
Capital expenditures (*1)	25.5	12.2	(13.3)
Depreciation (*1)	13.9	11.1	(2.7)
R&D expenditures	27.2	24.2	(2.9)

*1 The amounts presented in capital expenditures and depreciation are for property, plant and equipment.

Ricoh Company, Ltd. and Consolidated Subsidiaries

Financial Highlights for the Year Ended March 31, 2021

[Prepared on the basis of International Financial Reporting Standards]

1. Results for the Period from April 1, 2020 to March 31, 2021

(1) Operating Results

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Sales	2,008,580	1,682,069
(% change from the previous corresponding period)	(0.2)	(16.3)
Operating profit (loss)	79,040	(45,429)
(% change from the previous corresponding period)	(9.0)	-
Profit (loss) before income tax expenses	75,891	(41,028)
(% change from the previous corresponding period)	(9.6)	-
Profit (loss)	44,413	(32,664)
(% change from the previous corresponding period)	(19.8)	-
Profit (loss) attributable to owners of the parent	39,546	(32,730)
(% change from the previous corresponding period)	(20.2)	-
Comprehensive income (loss)	11,614	22,053
(% change from the previous corresponding period)	(67.9)	89.9
Earnings per share attributable to owners of the parent-basic (yen)	54.58	(45.20)
Earnings per share attributable to owners of the parent-diluted (yen)	54.58	(45.20)
Profit (loss) on equity attributable to owners of the parent (%)	4.3	(3.6)
Profit (loss) before income tax expenses on total assets (%)	2.7	(1.7)
Operating profit (loss) on sales (%)	3.9	(2.7)

Notes:

- i. Share of profit of investments accounted for using the equity method: ¥ 3,645 million (¥ 244 million in previous corresponding period)
- ii. Earnings per share attributable to owners of the parent (basic and diluted) are based on Profit (loss) attributable to owners of the parent.

(2) Financial Position

	(Millions of yen)	
	March 31, 2020	March 31, 2021
Total assets	2,867,645	1,887,868
Total equity	1,008,527	923,852
Equity attributable to owners of the parent	920,371	920,246
Equity attributable to owners of the parent ratio (%)	32.1	48.7
Equity per share attributable to owners of the parent (yen)	1,270.47	1,281.29

(3) Cash Flows

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Cash flows from operating activities	116,701	126,962
Cash flows from investing activities	(164,591)	(63,559)
Cash flows from financing activities	75,757	(4,085)
Cash and cash equivalents at end of year	263,688	330,344

2. Dividend Information

	Year ended March 31, 2020	Year ended March 31, 2021	Year ending March 31, 2022
	(Actual)	(Actual)	(Forecast)
Cash dividends, applicable to the year (yen)	26.00	15.00	26.00
Interim (yen)	13.00	7.50	13.00
Year-end (yen)	13.00	7.50	13.00
Total annual dividends (millions of yen)	18,846	10,826	-
Payout Ratio (%)	47.6	-	49.5
Dividends on equity attributable to owners of the parent (%)	2.0	1.2	-

3. Forecast of Operating Results from April 1, 2021 to March 31, 2022

	(Millions of yen)
	Year ending March 31, 2022
Sales	1,910,000
(% change from the previous corresponding period)	13.6
Operating profit (loss)	50,000
(% change from the previous corresponding period)	-
Profit (loss) before income tax expenses	54,300
(% change from the previous corresponding period)	-
Profit (loss)	35,500
(% change from the previous corresponding period)	-
Profit (loss) attributable to owners of the parent	35,430
(% change from the previous corresponding period)	-
Earnings per share attributable to owners of the parent-basic (yen)	52.52

4. Others

- (1) Changes in significant subsidiaries: Yes
New: - (Company name: -)
Exclusion: 1 (Company name: Ricoh Leasing Co., Ltd.)
- (2) Changes in accounting policies and accounting estimate
(i) Changes in accounting policies required by IFRS: No
(ii) Other changes: No
(iii) Changes in accounting estimate: No
- (3) Number of common stock outstanding (including treasury stock):
As of March 31, 2021: 744,912,078 shares; As of March 31, 2020: 744,912,078 shares
- (4) Number of treasury stock:
As of March 31, 2021: 26,692,132 shares; As of March 31, 2020: 20,478,528 shares
- (5) Average number of common stock:
Year ended March 31, 2021: 724,175,341 shares; Year ended March 31, 2020: 724,595,697 shares

Notes: The Company has established the Board Incentive Plan trust in which beneficiaries include Directors and Executive Officers. The shares owned by the trust account relating to this trust are accounted for as treasury shares. (As of March 31, 2021: 415,800 shares; As of March 31, 2020: 421,500 shares)

(Reference) Non-consolidated information

Results for the period from April 1, 2020 to March 31, 2021

(1) Operating Results

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Sales	891,192	761,396
(% change from the previous corresponding period)	0.2	(14.6)
Operating profit (loss)	(31,104)	(38,603)
(% change from the previous corresponding period)	-	-
Profit (loss) from ordinary operations	(10,085)	64,025
(% change from the previous corresponding period)	-	-
Profit (loss)	4,215	88,057
(% change from the previous corresponding period)	(91.7)	-
Profit (loss) per share-basic (yen)	5.81	121.59
Profit (loss) per share-diluted (yen)	5.81	121.59

(2) Financial Position

	(Millions of yen)	
	March 31, 2020	March 31, 2021
Total assets	923,360	967,753
Total equity	461,015	529,551
Equity ratio (%)	49.9	54.7
Equity per share (yen)	636.38	737.31

*Equity capital March 31, 2021: ¥529,551 million March 31, 2020: ¥461,015 million

1. Performance

(1) Qualitative Information on Consolidated Business Results

* Overview of the Year of Fiscal 2020 (April 1, 2020 – March 31, 2021)

Business Environment

The COVID-19 pandemic hampered the global economy of fiscal 2020.

In the Ricoh's mainstay office equipment market, demand declined significantly amid government-imposed lockdowns, regulatory and other constraints on economic activity. Prolonged U.S.-China trade frictions and geopolitical risks in various regions added to uncertainty about the future. Port strikes in the Americas and a ship stranding in the Suez Canal increased global supply chain risks.

The average exchange rate for the yen in fiscal 2020 was ¥106.05 to the U.S. dollar, down ¥2.75 from a year earlier, and ¥123.70 to the euro, up ¥2.80.

It was against this economic backdrop that the pandemic affected the Ricoh's mainstay office equipment businesses, including MFPs, throughout the year, significantly reducing demand in advanced and developing nations. Notwithstanding signs of a recovery in the third quarter, new infection waves caused corporate demand for consumables to dwindle.

At the same time, teleworking and new work practices became well established in offices, educational institutes and other settings. Ricoh will accordingly continue to support the ever-changing world of work among customers by assisting with digital transformations, for which demand is surging in office and other workplaces.

Results for the Fiscal Year

Ricoh positioned fiscal 2020, when the pandemic began, as one of responding to that crisis and of gearing up for the future. We thus endeavored to (1) secure sufficient liquidity to cover performance fluctuations, (2) enhance financial stability, and (3) accelerate its post-pandemic evolution.

Consolidated sales for fiscal 2020 decreased 16.3% from a year earlier, to ¥1,682.0 billion. In the Office Printing, hardware sales were down owing to lockdowns and other constraints that hampered sales activities. Non-hardware sales also dropped amid declining office attendance rates among customers, primarily in Europe and the Americas. Those effects peaked in April and May 2020, leading to a gradual recovery from June. Consolidated subsidiary Ricoh Leasing Co., Ltd. (hereinafter, Ricoh Leasing) became an equity method affiliate after the transfer of shares, fueling a sales drop.

While online demand rose in Japan on companies pushing ahead with teleworking, the IT equipment demand experienced in the fiscal 2019 ran its course. Hardware sales were down amid fewer business deal opportunities from companies exercising restraints on activity. Non-hardware sales fell owing to declining office printing demand. Domestic sales in Japan thus dropped 13.7% from a year earlier.

In the Americas, sales were off 27.6%, primarily in Office Printing. Key factors were stagnating sales and deliveries from lockdowns and behavioral restrictions, as well as falling print volumes from customers closing offices. In Europe, the Middle East, and Africa, sales were off 9.9%. Although Office Service sales rose on IT services expansion from more robust sales and service systems, including from acquisitions in the previous fiscal year, Office Printing sales decreased by the same reason as the Americas.

Sales in other regions decreased 10.0%, largely because of Office Printing declines.

Overseas sales therefore dropped 18.2% from a year earlier.

Gross profit was down 20.7%, to ¥572.3 billion. Factors in Office Printing sales included fewer units sold amid declining business deal opportunities as a result of the pandemic and decreases in consumable and other non-hardware sales. In the Other segment, earnings were down owing to the adoption of equity method accounting for Ricoh Leasing and removals from consolidation.

Selling, general and administrative expenses decreased 5.9%, to ¥619.7 billion. This stemmed from emergency cost-cutting measures in response to the pandemic and lower sales-linked expenditure. These factors offset a ¥24.8 billion impairment loss on property, plant and equipment and intangible assets mainly in the Commercial Printing.

As part of measures to respond the crisis and to gear up for the future, Ricoh reviewed cost policies and development priorities in line with work practice reforms, digitized headquarters business processes, developed service businesses that match regional characteristics, and rolled out products and services that cater to new work practices. As a result, we were able to generate ¥99.1 billion* in earnings.

Impairment of goodwill was a loss of ¥3.7 billion on goodwill in the Commercial Printing and other.

Ricoh accordingly posted an operating loss of ¥45.4 billion, down ¥124.4 billion from a year earlier. This reflected the significant business impact of the pandemic and offset better than anticipated gains from measures to respond to the crisis and to gear up for the future. After excluding special factors such as restructuring, production reorganization costs, impairment losses and government grants, the effective operating loss for fiscal 2020 was ¥10.8 billion. This figure represented a turnaround from an operating loss of ¥31.5 billion in the first half of the year to an operating profit of ¥20.7 billion in the second half on a recovery from the pandemic and efforts to reinforce the business corporate structure and expand in the Office Service area.

Net financial expenses were lower than a year earlier, owing mainly to higher foreign exchange gains. Share of profit of investments accounted for using the equity method increased compared to the previous fiscal year due to the deconsolidation of Ricoh Leasing. Despite the increase in non-operating income, profit (loss) before income tax expenses decreased by ¥116.9 billion as compared to the previous fiscal year, to ¥41.0 billion (loss).

Income tax expenses were down ¥39.8 billion from a year earlier, owing to the decrease of profit (loss) before income tax expenses.

We thus posted a ¥32.7 loss attributable to owners of the parent, down ¥72.2 billion from a year earlier.

Comprehensive income increased 89.9% to ¥22.0 billion due to an increase of exchange differences on translation of foreign operations and remeasurement of defined benefit plan.

* Includes the cost reduction effect due to government grants.

* Review by Business Segment

Office Printing

In Office Printing, we shifted focus from sales to profitability from fiscal 2017. We have endeavored to bolster earnings by creating new value while optimizing our business structure.

In the year under review, management took a range of steps in view of the operating climate likely remaining adverse owing to the pandemic. These efforts included reviewing development themes, reinforcing digital manufacturing, notably by optimizing production sites, and streamlining the value chain by enhancing productivity in sales and services operations. In particular, we have significantly reduced downtimes. We launched new offerings in the RICOH IM series of fast, advanced digital MFPs that improve services efficiency by significantly reducing downtimes. In May 2020, we rolled out RICOH IM C8000/C6500 full-color models. In January 2021, we brought out the monochrome RICOH IM 9000/8000/7000, basically rounding out key offerings in our advanced MFP lineup. We will further improve service efficiency by boosting machine in field numbers.

We source all of the electricity we consume in manufacturing these new models from renewables, enabling us to expand our business while shrinking our environmental footprint. We are creating new customer value by packaging MFPs with applications and cloud services that cater to specific industries and operations.

Office Printing sales were down 19.5%, to ¥815.8 billion in fiscal 2020. Sales of hardware and related consumables were off owing to the pandemic, with lockdowns and other restrictions causing sales and deliveries to slump, while print volumes were down amid declining office attendance rates, particularly in Europe and the Americas. Operating profit plunged from ¥82.5 billion a year earlier, to ¥6.7 billion. This was despite progress in streamlining operations to lower costs. Key downside factors were a drop in gross profit from reduced sales and expenditure on measures to permanently reinforce the corporate structure. Another factor was the absence of one-time gains posted in the previous year. We were profitable for the year after experiencing a loss in the first half amid plunging sales and gradually recovering in the second half.

Office Service

In Office Service, we pursue business growth by providing digital services resolving a range of customer business issues, such as solutions for work practice reforms that leverage our global customer base.

In Japan, we expanded sales of packaged solutions during the term that integrate IT equipment, software, and services to digitize workflows, including for telework, for customer industries and businesses. The focus was on small and medium-sized businesses. In Europe, we acquired five information and communications technology firms to strengthen and expand our IT services sales and units in priority countries. We started full-fledged sales of solutions packages, mainly for telework, driving a significant sales increase. We also greatly boosted sales of document workflow management applications from DocuWare GmbH, which we acquired in the previous term. In North America, we progressed in digitizing business processes, partially offsetting the impact of lower core business process outsourcing sales owing to customer site closures as a result of the pandemic.

Office Service sales decreased 4.5%, to ¥532.3 billion. Although sales were up for IT services and applications, including packaged solutions, sales were down for IT hardware in the absence of the previous year's demand associated with transitions to Windows 10. Operating profit was ¥35.4 billion, from ¥32.6 billion a year earlier. This stemmed from progress in improving profitability by expanding sales of solutions packages. The operating margin rose from 5.9%, to 6.7%, as we progressed steadily in transforming from primarily an office equipment manufacturer into a digital services company.

Commercial Printing

We expect this market to grow on the strength of the high image quality and productivity and broad paper support of our offerings and a rising need for systems that can deliver high-value-added printed materials that open doors to new opportunities. Another driver is market potential from the pandemic increasing the need for digital output that flexibly matches demand fluctuations. We aim to expand our business by catering to the needs of customers while helping them to develop their operations.

In May 2020, we launched the RICOH Pro C5310S/C5300S color production for commercial printing customers. In January 2021, we brought out the RICOH Pro VC40000 high-speed inkjet printing system for transaction market customers. The RICOH Pro C5310S/C5300S enables the efficient production of diverse printed materials, broadening horizons for print-on-demand businesses in the printing sector. The RICOH Pro VC40000 has enhanced productivity, paper handling, and the system configuration flexibility needed for transaction printing. Commercial Printing sales fell 24.5%, to ¥134.6 billion. This was due largely to declining hardware sales in the Europe and the Americas markets, which suffered from business deal postponements owing to sales activity restrictions and from lower customer investment appetites because of the pandemic. Another downside factor was reduced commercial print volumes owing to declining business activity. From the second quarter, sales of consumables and other offerings gradually recovered on an upturn in print demand for customer events and resumption of business activities. The operating loss was ¥14.6 billion, down from ¥21.6 billion a year earlier. This loss reflected gross profit downturn from lower sales of transaction printer-related consumables and other products and an impairment loss on development and other fixed assets. After excluding the impairment loss, operating profit would have been ¥11.8 billion.

Industrial Printing

We aim in this segment to capture new markets and customers based on our strong position in inkjet heads that offer superior durability and are compatible with an array of inks. Digitalizing industrial printing through inkjet processes should greatly lower the environmental impact of analog textile printing, which has been an issue in the textiles industry, owing to wastewater pollution and inventory destruction from overproduction.

In fiscal 2020, we endeavored to expand sales of inkjet printheads launched in the previous term. In March 2021, we launched two new models for the sign and display market and augmented our industrial printer range to expand our business. One new offering was the RICOH Pro TF6251, a large-format flatbed printer employing photo-curable ink that broadens the potential of inkjet printing to encompass building materials, furniture, and other interior design where original design is essential. We also introduced the RICOH Pro L5160e/L5130e, a large-format inkjet printer that can use latex ink. This model is for products and services that meet the high-mix, low-volume, quick delivery needs of the indoor and outdoor signage display and wallpaper markets.

Industrial Printing sales increased 7.3%, to ¥24.6 billion. Sales of inkjet printheads to customers in the Europe and the Americas were down owing to the pandemic. Offsetting that impact were a recovery in sales of inkjet printheads in the key Chinese market and higher U.S. sales of industrial printers. We incurred an operating loss of ¥1.6 billion for the year because of increased product development spending to drive business growth. The profit improved by ¥3.7 billion from the previous term, reflecting a return to profitability in the fourth quarter.

Thermal Media

Demand has risen solidly in this area on growth in e-commerce, which has driven demand expansion worldwide for shipping labels. It is against this backdrop that we have drawn on the materials technologies that we amassed over the years to steadily expand our business, notably by supplying thermal paper, ribbons, and other products that ensure outstanding resistance to heat and abrasion resistance and deliver superior print definition and storage capabilities. We have also endeavored to broaden new value through such offerings as our proprietary rewritable contactless laser system.

In the year under review, we strove to expand product supply and cut costs to overcome intensifying competition in the Chinese market and cater to changing customer needs, one being for smaller labels. We also cultivated new customers and applications, one example being the provision of eco-friendly, release paper-free label seals. In August 2020, we developed a powerful laser marker*1 that offers the world's fastest*2 variable image printing. This breakthrough makes it possible to print different individual images at the speed of mass production lines, and will likely see service on a variety of lines.

Thermal Media sales for the year under review decreased 8.1% from a year earlier, to ¥56.8 billion. This reflected lackluster demand for event and transportation tickets following lockdowns and other movement constraints amid the pandemic and because of smaller labels despite rising e-commerce demand. Operating profit decreased slightly from ¥3.0 billion posted a year earlier, to ¥2.6 billion. It was offset the decline in sales due to the impact of the pandemic by reducing raw material prices through stabilization of supply and reducing the cost ratio through process improvements.

*1 world's most powerful laser of 2,000W as a laser marker (according to our research as of August 19, 2020)

*2 powerful laser marker that offers the world's fastest variable image printing (according to our research as of August 19, 2020)

Other

In Industrial Products, we are striving to expand our customer base by providing optical devices to the automotive sector, where safe driving support systems are increasingly widespread. The Smart Vision business has been well received by drawing on our proven image capture and processing technologies to provide 360°cameras and applications for virtual property tours for the real estate industry.

During the year, the Industrial Products business expanded sales of products for automated driving and advanced driving support, primarily for the automotive sector. In Smart Vision, we launched the THETA 360.biz official partner program. We released the AI Staging beta version, which leverages artificial intelligence to automatically arrange computer graphics of furniture in 360° panorama. This offering makes properties more appealing by enhancing living space views to prospective property buyers and renters.

Other segment sales for the term decreased 32.8%, to ¥117.6 billion, owing largely to Ricoh Leasing becoming an equity-method affiliate following a share transfer. We posted an operating loss of ¥22.4 billion.

(2) Financial Position

Assets, Liabilities, and Equity at Year-End

	March 31, 2020	March 31, 2021	(Billions of yen) Change
Total assets	2,867.6	1,887.8	(979.7)
Total equity	1,008.5	923.8	(84.6)
Equity attributable to owners of the parent	920.3	920.2	(0.1)
Equity attributable to owners of the parent ratio (%)	32.1	48.7	16.6 points

Total assets decreased ¥979.7 billion from the end of fiscal 2019, to ¥1,887.8 billion.

In March 2020, we agreed to transfer some shares of common stock in consolidated subsidiary Ricoh Leasing to Mizuho Leasing Company, Limited. Therefore, in accordance with IFRS 5 "Non-current Assets Held for Sale and Discontinued Operations", Ricoh reclassified assets and liabilities owned by Ricoh Leasing and its subsidiaries to "Assets classified as held for sale" and "Liabilities directly related to assets held for sale" in previous fiscal year. This transfer was on April 23, 2020 and changed Ricoh's voting rights in Ricoh Leasing to the ownership ratio of 33.7%, with Ricoh Leasing becoming an equity-method affiliate. "Assets classified as held for sale" thereby decreased, while Investments accounted for using the equity method rose from posting remaining investments.

Total liabilities were down ¥895.1 billion from the end of fiscal 2019, to ¥964.0 billion. This was despite Bonds and borrowings increasing to prepare for a deteriorating business climate owing to the pandemic, and reflected a decline in liabilities directly related to assets held for sale from the partial transfer of shares in Ricoh Leasing.

Total shareholders' equity at the end of the term was down ¥84.6 billion from a year earlier, at ¥923.8 billion. This reflected a repurchase of treasury stock following a resolution of the Board of Directors on March 3, 2021, and a drop in non-controlling interests from Ricoh Leasing becoming an equity-method affiliate.

Total equity attributable to owners of the parent decreased ¥0.1 billion, to ¥920.2 billion. The equity ratio was still stable, at 48.7%.

We aim to materialize new growth businesses by strengthening profitability and investing extensively while pursuing returns that exceed capital costs to sustainably enhance corporate value.

Management remained aware of the need for capital profitability in this fiscal year. De-consolidating Ricoh Leasing reduced assets thereby lifting the total asset turnover rate and boosted the equity ratio by cutting interest-bearing debt. In view of uncertainties stemming from the pandemic, we accorded top priority to business continuity and secured sufficient liquidity to address unexpected developments. We then undertook measures to address the crisis and gear up for the future. In the second half of the fiscal year, we achieved a business recovery and responded to business growth, particularly in Office Service. In March 2021, we formulated the 20th Mid-Term Management Plan, which encompasses capital policies, to guide medium-term growth. In keeping with that initiative, we set about repurchasing shares under a policy announced in March 2020 of generating ¥100 billion in additional shareholder returns, optimizing capital to boost capital profitability. By fiscal 2022, the final year of the 20th Mid-Term Management Plan, we look to have a management structure in place to consistently generate a return on equity of at least 9%, with that figure rising to at least 10% in fiscal 2025.

(3) Cash flows

	(Billions of yen)		
	March 31, 2020	March 31, 2021	Change
Cash flows from operating activities	116.7	126.9	10.2
Cash flows from investing activities	(164.5)	(63.5)	101.0
Cash flows from financing activities	75.7	(4.0)	(79.8)
Cash and cash equivalents at end of year	263.6	330.3	66.6

Net cash provided by operating activities was ¥126.9 billion in fiscal 2020, up ¥10.2 billion from a year earlier. This was despite a loss for the term owing to the pandemic and reflected decreases in trade and other receivables and in lease receivables.

Net cash used in investing activities declined ¥101.0 billion, to ¥63.5 billion. In the previous year, outflows increased owing to the acquisition of DocuWare GmbH to expand in digital businesses. Cash inflows for the fiscal 2020 included a one-time injection from the partial transfer of Ricoh Leasing shares and a drop in capital expenditures from that company becoming an equity-method affiliate. Overall, net cash used in investing activities was down significantly.

As a result of the above factors, we posted a free cash flow (net cash provided by operating activities plus net cash used in investing activities) of ¥63.4 billion, up ¥111.2 billion from a year earlier. This turnaround was due largely to better business profitability from structural reform efforts and business reviews.

Net cash used in financing activities was ¥4.0 billion, down ¥79.8 billion from a year earlier. In the previous year, procurements by related subsidiaries rose in keeping with finance business expansion. In the year under review, expenditures increased mainly due to treasury stock repurchases pursuant to a Board of Directors resolution on March 3, 2021.

As a result of the above factors, cash and cash equivalents at the end of fiscal 2020 were ¥330.3 billion, up ¥66.6 billion from a year earlier.

We seek to transform our business structure and grow over the medium to long-term by reinforcing the profitability of core businesses to generate cash while investing in new businesses. Under the 20th Mid-Term Management Plan, we aim to generate a cumulative operating cash flow of ¥600 billion to ¥700 billion*1 over five years through fiscal 2025.

*1. The 20th Mid-Term Management Plan covers fiscal 2021 and 2022. We have set goals through fiscal 2025 as a future outlook.

(Reference) Cash Flow Indices

	Year ended March 31, 2017	Year ended March 31, 2018	Year ended March 31, 2019	Year ended March 31, 2020	Year ended March 31, 2021
Equity attributable to owners of the parent / Total assets	37.8%	34.4%	34.2%	32.1%	48.7%
Market capitalization / Total assets	24.1%	28.8%	30.8%	20.1%	42.8%
Interest bearing debt / Operating cash flow	9.7	8.0	11.4	9.1	1.8
Operating cash flow / Interest expense	12.8	18.8	17.3	25.5	47.1

Notes:

i. All indices are calculated based on consolidated data.

ii. Operating cash flow is shown in consolidated statement of cash flow. Interest bearing debt are bonds and borrowings.

(4) Forecast for the coming fiscal year

In fiscal 2020, ended March 2021, the worldwide pandemic of COVID-19 has affected Ricoh's business activities in various ways due to global economic downturn. There was a gradual recovery in business results, bottoming out in the first quarter, due to the easing of activity restrictions and the spread of vaccines for the COVID-19, although there were inconsistent economic recoveries by countries and regions.

Under the 20th Mid-Term Management Plan from April 2021, Ricoh will continue to support the changing work needs of customers and transform to a digital services company that innovates workplace productivity. In addition, Ricoh will aim to (1) optimize capital structure, (2) properly allocate capital, and (3) generate operating cash flow, as a digital services company.

Our performance forecast for the fiscal year ending March 31, 2022 is as follows:

Exchange Rate Assumptions for the full year ending March 31, 2022

US\$ 1 = ¥105.00 (¥106.05 in previous fiscal year)

EURO 1 = ¥125.00 (¥123.70 in previous fiscal year)

	Year ended March 31, 2021	Year ending March 31, 2022 (Forecast)	Change
Domestic sales	753.0	790.0	4.9%
Overseas sales	929.0	1,120.0	20.6%
Sales	1,682.0	1,910.0	13.6%
Gross profit	572.3	661.4	15.6%
Operating profit (loss)	(45.4)	50.0	-
Profit (loss) before income tax expenses	(41.0)	54.3	-
Profit (loss) attributable to owners of the parent	(32.7)	35.4	-

* The results forecasts and forward-looking statements included in this document are based on information available to the Company as at the date and certain assumptions that the Company considers reasonable. The Company makes no guarantees with respect to the achievement of its results forecasts or forward-looking statements. Actual results might be significantly different from the forecasts in the document, depending on various factors. Factors which may affect the actual business results include but are not limited to the economic situation in the geographic areas where Ricoh conducts business, including Japan, the Americas, Europe, Middle East, Africa, China and Asia, market environment, and currency exchange rates.

(5) Dividend Policy

With regard to shareholder returns, we believe it is important to increase shareholder returns through sustainable growth that yields medium to long-term stock price increases and stable dividends. We will make effort to raise the total return ratio to 50% gradually. With regard to dividend, we are continuously working to increase stable dividend reflecting improvement of performance. In addition, we will repurchase shares flexibly, with taking various business environment into consideration, by utilizing surplus cash generated from improving capital profitability.

Though profit (loss) attributable to owners of the parent for the fiscal year ended March 31, 2021 was ¥32.7 billion (loss), the year-end dividend per share will be ¥7.5 to maintain stable dividend considering cash flow generation and improvement of working capital. As a result, the total dividend per share for the fiscal year ended March 31, 2021 will be ¥15.00.

The total dividend per share for the fiscal year ending March 31, 2022 will be ¥26.00, increased by ¥11.00 as compared to the fiscal year ended March 31, 2021.

In keeping with our endeavors under the 19th Mid-Term Management Plan and our desire to return some of the fruits of our efforts to shareholders, in addition to regular dividends, we have decided to implement additional shareholder returns up to ¥100 billion in March 2020. We are planning to retire shares, including those currently held as treasury stock, after ¥100 billion share repurchase, as additional shareholder returns.

Share repurchase

(1) Share category	Common stock
(2) Number of shares	Up to 145,000,000 shares (representing 20.02% of issued and outstanding shares excluding treasury shares)
(3) Repurchase ceiling	¥100 billion
(4) Period	March 4, 2021, through March 3, 2022
(5) Method	Open market purchase on Tokyo Stock Exchange

Share retirement

(1) Share category	Common stock
(2) Number of shares	20,000,000 shares and all shares repurchased
(3) Retirement date	April 30, 2022

(6) Issues to be Solved

Unchanging Commitments amid Change

The pandemic has transformed the world. It prevented many from going to offices and forced them to adopt new work practices, accelerating a move to working anytime, anywhere. The situation will not return to normal even after containing the pandemic. It is amid such a transition that the Office Service, that we have cultivated over many years, are helping customers change how they work.

Two commitments will remain unchanged amid such a shift.

The first is that Ricoh will stay close to our customers. Since coining the term office automation in 1977, we have done much to help improve the efficiency and productivity of offices. As the value of work shifts away from enhancing efficiency toward harnessing the creativity that only people can deliver, we will keep collaborating with customers to help them attain fulfillment through work.

Our second commitment is to the Spirit of Three Loves. These founding principles champion love for one's neighbor, country, and work. They are in keeping with a central promise of the Sustainable Development Goals of the United Nations* that nobody should be left behind. Ricoh aim to tackle the seven materiality (work practice reform, improve the quality of life, decarbonize economies, materialize circular economies, stakeholder engagement, innovate through collaboration with customers, diversity & inclusion) that we have identified based on the Spirit of Three Loves through our businesses.

*Sustainable Development Goals

In September 2015, the United Nations Summit adopted 17 Sustainable Development Goals and 169 targets as part of a universal agenda to ensure that nobody is left behind in the drive to free humanity from poverty and hunger and improve the human condition in terms of such areas as health, sanitation, economic development, and the environment by 2030.

Medium-Term Direction

Ricoh positioned fiscal 2020 as a year for overcoming challenges by tackling a crisis and gearing up for the future. The 20th Mid-Term Management Plan covers two years from fiscal 2021 and also determines our direction through fiscal 2025.

It is by then that we look to become a digital services company that connects workplaces and supports worker creativity. From a future financial (environmental, social, and governance (ESG)) perspective, we will undertake initiatives across the value chain to serve the growing ESG requirements of customers and investors in keeping with a commitment to maintaining a top worldwide reputation for sustainability and ESG. On the financial front, we aim to deliver a return on equity that consistently exceeds 10%, with the Office Service business continuing to grow and drive our overall performance.

Future Financial (ESG) Perspectives

Ricoh have positioned ESG initiatives as essential for generating future finances. We are undertaking activities after setting future financial targets (ESG targets) linked to our seven materiality. We are setting companywide goals from the perspectives of digital transformation, decarbonizing the economy, tackling human rights issues, and other global perspectives. At the same time, we are improving our ability to implement management strategies and break them down for each business unit. We will endeavor to secure enough talented people to help become a digital services company and will strive to improve the quality of related patents. We will contribute to economic decarbonization by accelerating the use of renewable energy in regions other than Europe and China, where we have already taken a lead, steadily reducing our greenhouse gas emissions based on our roadmap. We will collaborate with business partners to tackle human rights issues in keeping with a new policy that we rolled out to drive progress in that regard.

Financial Perspectives

Ricoh will reach our goals by (1) adopting a business unit structure, (2) managing our business portfolio, (3) strengthening our management underpinnings, and (4) reinforcing our capital policies.

(1) Adopting a Business Unit Structure

Ricoh adopted a business unit structure in April 2021. Prime goals of this new setup are to streamline capital management by better overseeing our business portfolio while accelerating decision-making by delegating authority. We now have five business units and a Group headquarters.

The presidents of Ricoh Digital Services, Ricoh Digital Products, Ricoh Graphic Communications, Ricoh Industrial Solutions, and Ricoh Futures manage the development, production, sales, and other value chain components of their business units. They pursue business growth and capital-efficient management by making swift decisions. The Group headquarters performs three roles to support Group growth. First, its global headquarters function is to formulate and foster management strategies and manage the business portfolio, overhauling businesses and allocating operating resources. Second, it serves as a platform for developing a digital infrastructure and researching advanced technologies. Third, it provides professional services support to business units.

(2) Managing Our Business Portfolio

The rigorous portfolio management of the global headquarters will enable us to switch away from relying on Office Printing to accelerate our transformation into a digital services company. Running each business in terms of growth potential and returns on invested capital should lead to optimal operational resource allocations based on rational assessments and decision-making.

In Office Service, we will invest and expand in each region. In Japan and Europe, for example, we will invest to broaden our capabilities, products, and services. In U.S., we will refrain from investing strategically during the 20th Mid-Term Management Plan, focusing instead on boosting value for existing managed service customers.

In Office Printing, we will pursue operational excellence to ensure profitability while selling to external companies.

In Commercial Printing, we will capitalize on rising demand for digital printing to grow by launching new products and expanding digital services.

In Industrial Printing, we will focus investments on reinforcing our position in inkjet printheads, a Ricoh strength.

In Thermal Media business, we will roll out products in new fields that fully harness laser technology to deliver growth and enhance capital efficiency.

In Industrial Products, we will invest in industrial machinery to drive growth.

These efforts should enable Office Service, as a new core business, to take the lead from the Office Printing in terms of operating profit in fiscal 2022 and in sales in fiscal 2023. Office Service should account for the bulk of operating profit in fiscal 2025.

(3) Strengthening Our Management Underpinnings

Ricoh are paring headquarters functions while reinforcing our corporate culture, human resources, infrastructure, R&D, and other components of our business foundations to become a digital services company.

Ricoh embarked on an effort in fiscal 2017 to change the corporate culture and programs, and have thus steadily enhanced employee engagement. We plan further evaluation and personnel system reforms from fiscal 2021. As a digital services company, we are developing digital professionals who can assist customers.

In April 2021, we assessed the digital capabilities of 30,000 employees in Japan and began helping them cultivate their skills. The effort to become a digital services company will also entail overhauling many business systems, including for manufacturing, development, human resources, and accounting.

In R&D, we have turned our attention to two advanced areas. One is to pursue product development that connects fulfillment through work to data sets of the five senses of employees. The second is to use inkjet technology to create digital manufacturing processes.

(4) Reinforcing Our Capital Policies

Ricoh aim to maximize corporate and shareholder value while satisfying stakeholder expectations. We accordingly seek to realize returns that exceed capital costs.

From a balance sheet management perspective, the equity ratio increased owing to the deconsolidation of Ricoh Leasing in April 2020. To become a digital services company, we will target an appropriate capital structure based on risk assessments and borrow to fund investments, carefully balancing debt and equity in our operations. We will use debt in such stable businesses as Office Printing while primarily allocating capital to growth businesses that pose relatively high risks.

Ricoh will thus systematically use operating cash flows from business investments to fund further growth and shareholder returns. We look to invest around ¥500 billion in growth areas in the drive to become a digital services company. We will also draw strategically on interest-bearing debt to fund investments.

Our shareholder return policy is to attain a total payout ratio of 50% by ensuring stable dividends and by flexibly repurchasing shares. We look to steadily lift dividends per share in line with annual profit growth from the fiscal 2021 level. We will buy back shares within the total payout ratio scope, factoring in the business environment and progress with growth investments to lift earnings per share.

20th Mid-Term Management Plan

This initiative is a roadmap for materializing our vision through fiscal 2025. Under the two years of this plan, we aim to become a digital services company that is a work productivity innovator. We seek a return on equity of at least 9%. Financial targets to reach that goal include generating ¥100 billion in operating profit and sales of around ¥2 trillion.

It remains unclear when the COVID-19 pandemic will abate. It is against that backdrop that under our new business unit structure we will pursue growth in Office Service by focusing investments regionally. In Office Printing, we will reinforce our business structure to overcome a print volume downturn through operational excellence. We aim to generate ¥100 billion in operating profit by steadily reinforcing our business foundations, primarily at Group headquarters.

For future financial goals (ESG targets), which are as important as financial benchmarks, we have set goals for each of our seven materiality, and will do our utmost to reach them.

2. Basic policies in selecting accounting policies

Ricoh has decided on voluntary adoption of IFRS from fiscal year ended on March 31, 2014 as Ricoh concluded that an implementation of IFRS as a global standard and unifying accounting standards across the group will enable Ricoh to enhance accuracy for the management of the entire group.

3. Consolidated Financial Statements

(1) Consolidated Statement of Financial Position

Assets

	(Millions of yen)		
	March 31, 2020	March 31, 2021	Change
Current Assets			
Cash and cash equivalents	262,834	334,810	71,976
Time deposits	50	238	188
Trade and other receivables	392,780	392,132	(648)
Other financial assets	87,226	92,823	5,597
Inventories	201,248	192,016	(9,232)
Other current assets	36,428	46,725	10,297
Subtotal	980,566	1,058,744	78,178
Assets classified as held for sale	1,125,582	-	(1,125,582)
Total Current Assets	2,106,148	1,058,744	(1,047,404)
Non-current assets			
Property, plant and equipment	201,569	191,963	(9,606)
Right-of-use assets	59,425	63,653	4,228
Goodwill and intangible assets	231,898	225,510	(6,388)
Other financial assets	139,181	136,093	(3,088)
Investments accounted for using the equity method	14,305	79,504	65,199
Other investments	14,951	18,504	3,553
Other non-current assets	29,550	29,773	223
Deferred tax assets	70,618	84,124	13,506
Total Non-current Assets	761,497	829,124	67,627
Total Assets	2,867,645	1,887,868	(979,777)

Liabilities and Equity

	(Millions of yen)		
	March 31, 2020	March 31, 2021	Change
Current Liabilities			
Bonds and borrowings	51,492	82,731	31,239
Trade and other payables	246,055	287,160	41,105
Lease liabilities	27,230	25,475	(1,755)
Other financial liabilities	-	1,669	1,669
Income tax payables	9,455	7,213	(2,242)
Provisions	11,686	12,946	1,260
Other current liabilities	233,909	240,322	6,413
Subtotal	579,827	657,516	77,689
Liabilities directly related to assets held for sale	969,069	-	(969,069)
Total Current Liabilities	1,548,896	657,516	(891,380)
Non-current Liabilities			
Bonds and borrowings	128,172	139,676	11,504
Lease liabilities	38,741	46,737	7,996
Accrued pension and retirement benefits	99,795	70,463	(29,332)
Provisions	6,458	11,413	4,955
Other non-current liabilities	34,143	34,469	326
Deferred tax liabilities	2,913	3,742	829
Total Non-current Liabilities	310,222	306,500	(3,722)
Total Liabilities	1,859,118	964,016	(895,102)
Equity			
Common stock	135,364	135,364	-
Additional paid-in capital	186,173	186,231	58
Treasury stock	(37,795)	(45,024)	(7,229)
Other components of equity	41,768	82,097	40,329
Other comprehensive income related to disposal group held for sale	130	-	(130)
Retained earnings	594,731	561,578	(33,153)
Equity attributable to owners of the parent	920,371	920,246	(125)
Non-controlling interests	88,156	3,606	(84,550)
Total Equity	1,008,527	923,852	(84,675)
Total Liabilities and Equity	2,867,645	1,887,868	(979,777)

(2) Consolidated Statement of Profit or Loss and Consolidated Statement of Comprehensive Income

Consolidated Statement of Profit or Loss

Year ended March 31, 2020 and 2021

	(Millions of yen)			
	Year ended March 31, 2020	Year ended March 31, 2021	Change	%
Sales	2,008,580	1,682,069	(326,511)	(16.3)
Cost of sales	1,287,003	1,109,762	(177,241)	(13.8)
Percentage of sales (%)	64.1	66.0		
Gross profit	721,577	572,307	(149,270)	(20.7)
Percentage of sales (%)	35.9	34.0		
Selling, general and administrative expenses	658,435	619,740	(38,695)	(5.9)
Percentage of sales (%)	32.8	36.8		
Other income	15,911	5,791	(10,120)	(63.6)
Percentage of sales (%)	0.8	0.3		
Impairment of goodwill	13	3,787	3,774	-
Percentage of sales (%)	0.0	0.2		
Operating profit (loss)	79,040	(45,429)	(124,469)	-
Percentage of sales (%)	3.9	(2.7)		
Finance income	4,926	4,373	(553)	(11.2)
Percentage of sales (%)	0.2	0.3		
Finance costs	8,319	3,617	(4,702)	(56.5)
Percentage of sales (%)	0.4	0.2		
Share of profit (loss) of investments accounted for using the equity method	244	3,645	3,401	-
Percentage of sales (%)	0.0	0.2		
Profit (loss) before income tax expenses	75,891	(41,028)	(116,919)	-
Percentage of sales (%)	3.8	(2.4)		
Income tax expenses	31,478	(8,364)	(39,842)	-
Percentage of sales (%)	1.6	(0.5)		
Profit (loss)	44,413	(32,664)	(77,077)	-
Percentage of sales (%)	2.2	(1.9)		
Profit (loss) attributable to:				
Owners of the parent	39,546	(32,730)	(72,276)	-
Percentage of sales (%)	2.0	(1.9)		
Non-controlling interests	4,867	66	(4,801)	(98.6)
Percentage of sales (%)	0.2	0.0		

	Year ended March 31, 2020	Year ended March 31, 2021	Change
Earnings per share attributable to owners of the parent-basic (yen)	54.58	(45.20)	(99.78)
Earnings per share attributable to owners of the parent-diluted (yen)	54.58	(45.20)	(99.78)

* Gain on sales of property, plant and equipment and others were included in "other income".

Three months ended March 31, 2020 and 2021

	(Millions of yen)			
	Three months ended March 31, 2020	Three months ended March 31, 2021	Change	%
Sales	514,698	488,998	(25,700)	(5.0)
Cost of sales	342,469	332,408	(10,061)	(2.9)
Percentage of sales (%)	66.5	68.0		
Gross profit	172,229	156,590	(15,639)	(9.1)
Percentage of sales (%)	33.5	32.0		
Selling, general and administrative expenses	171,176	172,702	1,526	0.9
Percentage of sales (%)	33.3	35.3		
Other income	8,585	1,567	(7,018)	(81.7)
Percentage of sales (%)	1.7	0.3		
Impairment of goodwill	13	1,146	1,133	-
Percentage of sales (%)	0.0	0.2		
Operating profit (loss)	9,625	(15,691)	(25,316)	-
Percentage of sales (%)	1.9	(3.2)		
Finance income	565	619	54	9.6
Percentage of sales (%)	0.1	0.1		
Finance costs	2,768	553	(2,215)	(80.0)
Percentage of sales (%)	0.5	0.1		
Share of profit (loss) of investments accounted for using the equity method	1	211	210	-
Percentage of sales (%)	0.0	0.0		
Profit (loss) before income tax expenses	7,423	(15,414)	(22,837)	-
Percentage of sales (%)	1.4	(3.2)		
Income tax expenses	9,103	(5,224)	(14,327)	-
Percentage of sales (%)	1.8	(1.1)		
Profit (loss) for the period	(1,680)	(10,190)	(8,510)	-
Percentage of sales (%)	(0.3)	(2.1)		
Profit (loss) attributable to:				
Owners of the parent	(1,923)	(10,259)	(8,336)	-
Percentage of sales (%)	(0.4)	(2.1)		
Non-controlling interests	243	69	(174)	(71.6)
Percentage of sales (%)	0.0	0.0		

	Three months ended March 31, 2020	Three months ended March 31, 2021	Change
Earnings per share attributable to owners of the parent-basic (yen)	(2.65)	(14.18)	(11.53)
Earnings per share attributable to owners of the parent-diluted (yen)	(2.65)	(14.18)	(11.53)

* Gain on sales of property, plant, equipment and others were included in "other income".

Consolidated Statement of Comprehensive Income

Year ended March 31, 2020 and 2021

	(Millions of yen)		
	Year ended March 31, 2020	Year ended March 31, 2021	Change
Profit (loss)	44,413	(32,664)	(77,077)
Other comprehensive income (loss):			
Components that will not be reclassified subsequently to profit or loss:			
Remeasurement of defined benefit plan	(2,481)	13,804	16,285
Net changes in fair value of financial assets measured through other comprehensive income	(946)	2,868	3,814
Share of other comprehensive income of investments accounted for using equity method	-	197	197
Total components that will not be reclassified subsequently to profit or loss	(3,427)	16,869	20,296
Components that will be reclassified subsequently to profit or loss:			
Net changes in fair value of cash flow hedges	190	(827)	(1,017)
Exchange differences on translation of foreign operations	(29,562)	38,594	68,156
Share of other comprehensive income of investments accounted for using equity method	-	81	81
Total components that will be reclassified subsequently to profit or loss	(29,372)	37,848	67,220
Total other comprehensive income (loss)	(32,799)	54,717	87,516
Comprehensive income (loss)	11,614	22,053	10,439
Comprehensive income (loss) attributable to:			
Owners of the parent	6,949	21,897	14,948
Non-controlling interests	4,665	156	(4,509)

Three months ended March 31, 2020 and 2021

	(Millions of yen)		
	Three months ended March 31, 2020	Three months ended March 31, 2021	Change
Profit (loss) for the period	(1,680)	(10,190)	(8,510)
Other comprehensive income (loss):			
Components that will not be reclassified subsequently to profit or loss:			
Remeasurement of defined benefit plan	(571)	13,804	14,375
Net changes in fair value of financial assets measured through other comprehensive income	(2,294)	1,279	3,573
Share of other comprehensive income of investments accounted for using equity method	-	130	130
Total components that will not be reclassified subsequently to profit or loss	(2,865)	15,213	18,078
Components that will be reclassified subsequently to profit or loss:			
Net changes in fair value of cash flow hedges	645	(406)	(1,051)
Exchange differences on translation of foreign operations	(19,704)	25,047	44,751
Share of other comprehensive income of investments accounted for using equity method	-	71	71
Total components that will be reclassified subsequently to profit or loss	(19,059)	24,712	43,771
Total other comprehensive loss	(21,924)	39,925	61,849
Comprehensive income (loss)	(23,604)	29,735	53,339
Comprehensive income (loss) attributable to:			
Owners of the parent	(23,323)	29,647	52,970
Non-controlling interests	(281)	88	369

Consolidated Sales by Product Category

Year ended March 31, 2020 and 2021

	(Millions of yen)			
	Year ended March 31, 2020	Year ended March 31, 2021	Change	%
<Office Total>	1,570,246	1,348,202	(222,044)	(14.1)
Percentage of sales (%)	78.2	80.2		
<Office Printing>	1,013,055	815,895	(197,160)	(19.5)
Percentage of sales (%)	50.4	48.5		
<Office Service>	557,191	532,307	(24,884)	(4.5)
Percentage of sales (%)	27.7	31.6		
<Commercial Printing>	178,396	134,661	(43,735)	(24.5)
Percentage of sales (%)	8.9	8.0		
<Industrial Printing>	23,006	24,689	1,683	7.3
Percentage of sales (%)	1.1	1.5		
<Thermal Media>	61,896	56,874	(5,022)	(8.1)
Percentage of sales (%)	3.1	3.4		
<Other>	175,036	117,643	(57,393)	(32.8)
Percentage of sales (%)	8.7	7.0		
Grand Total	2,008,580	1,682,069	(326,511)	(16.3)
Percentage of sales (%)	100.0	100.0		

Three months ended March 31, 2020 and 2021

	(Millions of yen)			
	Three months ended March 31, 2020	Three months ended March 31, 2021	Change	%
<Office Total>	404,304	396,376	(7,928)	(2.0)
Percentage of sales (%)	78.6	81.1		
<Office Printing>	245,195	222,300	(22,895)	(9.3)
Percentage of sales (%)	47.7	45.5		
<Office Service>	159,109	174,076	14,967	9.4
Percentage of sales (%)	30.9	35.6		
<Commercial Printing>	45,021	36,484	(8,537)	(19.0)
Percentage of sales (%)	8.7	7.5		
<Industrial Printing>	5,212	8,071	2,859	54.9
Percentage of sales (%)	1.0	1.6		
<Thermal Media>	14,000	14,383	383	2.7
Percentage of sales (%)	2.7	2.9		
<Other>	46,161	33,684	(12,477)	(27.0)
Percentage of sales (%)	9.0	6.9		
Grand Total	514,698	488,998	(25,700)	(5.0)
Percentage of sales (%)	100.0	100.0		

* Each category includes the following product line:

Office Printing	MFPs (multifunctional printers), copiers, laser printers, digital duplicators, wide format printers, facsimile machine, scanners, related parts & supplies, services, support and software
Office Service	Personal computers, servers, network equipment, related services, support, software and service & solutions related to documents
Commercial Printing	Cut sheet printers, continuous feed printer, related parts & supplies, services, support and software
Industrial printing	Inkjet heads, imaging systems and industrial printers
Thermal Media	Thermal paper and thermal media
Other	Industrial optical component/module, electronic components, precision mechanical component, digital cameras, 3D printing, environment, healthcare and financial services

* Some of the business in the Office Service segment have been reclassified into the Office Printing segment and Other segment from this fiscal year. In addition, some corporate expenses have been allocated to the relevant segments. Prior year comparative figures have also been reclassified to conform to the current year's presentation.

Consolidated Sales by Geographic Area

Year ended March 31, 2020 and 2021

	(Millions of yen)			
	Year ended March 31, 2020	Year ended March 31, 2021	Change	%
<Domestic>	872,378	753,041	(119,337)	(13.7)
Percentage of sales (%)	43.4	44.8		
<Overseas>	1,136,202	929,028	(207,174)	(18.2)
Percentage of sales (%)	56.6	55.2		
The Americas	534,181	386,609	(147,572)	(27.6)
Percentage of sales (%)	26.6	23.0		
Europe, Middle East and Africa	436,458	393,409	(43,049)	(9.9)
Percentage of sales (%)	21.7	23.4		
Other	165,563	149,010	(16,553)	(10.0)
Percentage of sales (%)	8.2	8.8		
Grand Total	2,008,580	1,682,069	(326,511)	(16.3)
Percentage of sales (%)	100.0	100.0		

Three months ended March 31, 2020 and 2021

	(Millions of yen)			
	Three months ended March 31, 2020	Three months ended March 31, 2021	Change	%
<Domestic>	235,265	236,252	987	0.4
Percentage of sales (%)	45.7	48.3		
<Overseas>	279,433	252,746	(26,687)	(9.6)
Percentage of sales (%)	54.3	51.7		
The Americas	131,371	101,934	(29,437)	(22.4)
Percentage of sales (%)	25.5	20.9		
Europe, Middle East and Africa	114,623	111,617	(3,006)	(2.6)
Percentage of sales (%)	22.3	22.8		
Other	33,439	39,195	5,756	17.2
Percentage of sales (%)	6.5	8.0		
Grand Total	514,698	488,998	(25,700)	(5.0)
Percentage of sales (%)	100.0	100.0		

(3) Consolidated Statement of Changes in Equity

(Millions of Yen)

	Common Stock	Additional paid-in capital	Treasury stock	Other components of equity			
				Remeasurement of defined benefit plan	Net changes in fair value of financial assets measured through other comprehensive income	Net changes in fair value of cash flow hedges	Exchange differences on translation of foreign operations
Balance as of April 1, 2019	135,364	186,086	(37,394)	-	7,815	59	65,771
Profit (loss)							
Other comprehensive income (loss)				(2,473)	(776)	255	(29,603)
Comprehensive income (loss)	-	-	-	(2,473)	(776)	255	(29,603)
Net change in treasury stock			(401)				
Dividends declared and approved to owners							
Share-based payment transactions		43					
Share-based payment transactions of subsidiaries							
Transfer from other components of equity to retained earnings				2,473	(1,623)		
Equity transactions with non-controlling shareholders		44					
Transfer to other comprehensive income related to disposal group held for sale					(225)	95	
Total transactions with owners	-	87	(401)	2,473	(1,848)	95	-
Balance as of March 31, 2020	135,364	186,173	(37,795)	-	5,191	409	36,168

	Other components of equity	Other comprehensive income related to disposal group held for sale	Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity
	Total other components of equity					
Balance as of April 1, 2019	73,645	-	574,876	932,577	86,411	1,018,988
Profit (loss)			39,546	39,546	4,867	44,413
Other comprehensive income (loss)	(32,597)			(32,597)	(202)	(32,799)
Comprehensive income (loss)	(32,597)	-	39,546	6,949	4,665	11,614
Net change in treasury stock				(401)		(401)
Dividends declared and approved to owners			(18,841)	(18,841)	(1,227)	(20,068)
Share-based payment transactions				43		43
Share-based payment transactions of subsidiaries				-	31	31
Transfer from other components of equity to retained earnings	850		(850)	-		-
Equity transactions with non-controlling shareholders				44	(1,724)	(1,680)
Transfer to other comprehensive income related to disposal group held for sale	(130)	130		-		-
Total transactions with owners	720	130	(19,691)	(19,155)	(2,920)	(22,075)
Balance as of March 31, 2020	41,768	130	594,731	920,371	88,156	1,008,527

(Millions of Yen)

	Common Stock	Additional paid-in capital	Treasury stock	Other components of equity			
				Remeasurement of defined benefit plan	Net changes in fair value of financial assets measured through other comprehensive income	Net changes in fair value of cash flow hedges	Exchange differences on translation of foreign operations
Balance as of April 1, 2020	135,364	186,173	(37,795)	-	5,191	409	36,168
Profit (loss)							
Other comprehensive income (loss)				13,882	2,880	(839)	38,552
Comprehensive income (loss)	-	-	-	13,882	2,880	(839)	38,552
Net change in treasury stock			(7,296)				
Dividends declared and approved to owners							
Share-based payment transactions		58	5				
Share-based payment transactions of subsidiaries							
Loss of control of subsidiaries							
Transfer from other components of equity to retained earnings				(13,882)	(264)		
Other			62				
Total transactions with owners	-	58	(7,229)	(13,882)	(264)	-	-
Balance as of March 31, 2021	135,364	186,231	(45,024)	-	7,807	(430)	74,720

	Other components of equity	Other comprehensive income related to disposal group held for sale	Retained earnings	Equity attributable to owners of the parent	Non-controlling interests	Total equity
	Total other components of equity					
Balance as of April 1, 2020	41,768	130	594,731	920,371	88,156	1,008,527
Profit (loss)			(32,730)	(32,730)	66	(32,664)
Other comprehensive income (loss)	54,475	152		54,627	90	54,717
Comprehensive income (loss)	54,475	152	(32,730)	21,897	156	22,053
Net change in treasury stock				(7,296)		(7,296)
Dividends declared and approved to owners			(14,851)	(14,851)	(34)	(14,885)
Share-based payment transactions				63		63
Share-based payment transactions of subsidiaries				-	4	4
Loss of control of subsidiaries				-	(84,676)	(84,676)
Transfer from other components of equity to retained earnings	(14,146)	(282)	14,428	-		-
Other				62		62
Total transactions with owners	(14,146)	(282)	(423)	(22,022)	(84,706)	(106,728)
Balance as of March 31, 2021	82,097	-	561,578	920,246	3,606	923,852

(4) Consolidated Statement of Cash Flows

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
I. Cash Flows from Operating Activities:		
Profit (loss)	44,413	(32,664)
Adjustments to reconcile profit to net cash provided by operating activities—		
Depreciation and amortization	120,688	104,618
Impairment of property, plant and equipment and intangible assets	909	24,879
Impairment of goodwill	13	3,787
Other income	(6,748)	(1,502)
Share of (profit) loss of investments accounted for using the equity method	(244)	(3,645)
Finance income and costs	3,393	(756)
Income tax expenses	31,478	(8,364)
(Increase) decrease in trade and other receivables	16,408	29,727
(Increase) decrease in inventories	3,158	16,413
(Increase) decrease in lease receivables	(33,953)	15,572
Increase (decrease) in trade and other payables	(18,987)	(4,712)
Increase (decrease) in accrued pension and retirement benefits	(6,805)	(12,315)
Other, net	(4,966)	14,056
Interest and dividends received	4,557	3,418
Interest paid	(4,429)	(3,259)
Income taxes paid	(32,184)	(18,291)
Net cash provided by (used in) operating activities	116,701	126,962
II. Cash Flows from Investing Activities:		
Proceeds from sales of property, plant and equipment	8,615	4,823
Expenditures for property, plant and equipment	(86,596)	(42,155)
Proceeds from sales of intangible assets	221	60
Expenditures for intangible assets	(27,188)	(24,779)
Payments for purchases of investment securities	(14,982)	(1,052)
Proceeds from sales of investment securities	3,985	491
Net increase (decrease) of time deposits	12	(168)
Purchase of business, net of cash acquired	(16,462)	(8,431)
Net increase (decrease) due to loss of control of subsidiaries	-	7,846
Other, net	(32,196)	(194)
Net cash provided by (used in) investment activities	(164,591)	(63,559)
III. Cash Flows from Financing Activities:		
Net increase (decrease) of short-term debt	6,068	(19,428)
Proceeds from long-term debt	292,885	98,482
Repayments of long-term debt	(200,950)	(12,817)
Proceeds from issuance of bonds	72,119	-
Repayments of bonds	(42,148)	(12,413)
Repayments of lease liabilities	(30,065)	(35,728)
Dividends paid	(18,841)	(14,851)
Payments for purchase of treasury stock	(401)	(7,296)
Other, net	(2,910)	(34)
Net cash provided by (used in) financing activities	75,757	(4,085)
IV. Effect of Exchange Rate Changes on Cash and Cash Equivalents	(4,278)	7,338
V. Net Increase (decrease) in Cash and Cash Equivalents	23,589	66,656
VI. Cash and Cash Equivalents at Beginning of Year	240,099	263,688
VII. Cash and Cash Equivalents at End of Year	263,688	330,344

Notes: The difference in the amount of “cash and cash equivalents” between consolidated statement of financial position and consolidated statement of cash flows represents a reclassification to assets classified as held for sale at the year ended March 31, 2020 and bank overdrafts at the year ended March 31, 2021.

(5) Notes on premise going concern

Not applicable

(6) Changes in accounting policies

Significant accounting policies which apply in the Consolidated Financial Statements are the same as those in the previous fiscal year.

(7) Notes to Consolidated Financial Statements

(a) Segment Information

Operating Segment Information

Year ended March 31, 2020 and 2021

	(Millions of yen)			
	Year ended March 31, 2020	Year ended March 31, 2021	Change	%
Office Total:				
Sales:				
Unaffiliated customers	1,570,246	1,348,202	(222,044)	(14.1)
Intersegment	-	-	-	-
Total	1,570,246	1,348,202	(222,044)	(14.1)
Operating expenses	1,454,979	1,306,061	(148,918)	(10.2)
Operating profit (loss)	115,267	42,141	(73,126)	(63.4)
Operating profit (loss) on sales in Office Total (%)	7.3	3.1		
Office Printing:				
Sales:				
Unaffiliated customers	1,013,055	815,895	(197,160)	(19.5)
Intersegment	-	-	-	-
Total	1,013,055	815,895	(197,160)	(19.5)
Operating expenses	930,479	809,159	(121,320)	(13.0)
Operating profit (loss)	82,576	6,736	(75,840)	(91.8)
Operating profit (loss) on sales in Office Printing (%)	8.2	0.8		
Office Service:				
Sales:				
Unaffiliated customers	557,191	532,307	(24,884)	(4.5)
Intersegment	-	-	-	-
Total	557,191	532,307	(24,884)	(4.5)
Operating expenses	524,499	496,902	(27,597)	(5.3)
Operating profit (loss)	32,692	35,405	2,713	8.3
Operating profit (loss) on sales in Office Service (%)	5.9	6.7		
Commercial Printing:				
Sales:				
Unaffiliated customers	178,396	134,661	(43,735)	(24.5)
Intersegment	-	-	-	-
Total	178,396	134,661	(43,735)	(24.5)
Operating expenses	156,790	149,318	(7,472)	(4.8)
Operating profit (loss)	21,606	(14,657)	(36,263)	-
Operating profit (loss) on sales in Commercial Printing (%)	12.1	(10.9)		
Industrial Printing:				
Sales:				
Unaffiliated customers	23,006	24,689	1,683	7.3
Intersegment	-	-	-	-
Total	23,006	24,689	1,683	7.3
Operating expenses	28,434	26,377	(2,057)	(7.2)
Operating profit (loss)	(5,428)	(1,688)	3,740	-
Operating profit (loss) on sales in Industrial Printing (%)	(23.6)	(6.8)		
Thermal Media:				
Sales:				
Unaffiliated customers	61,896	56,874	(5,022)	(8.1)
Intersegment	-	-	-	-
Total	61,896	56,874	(5,022)	(8.1)
Operating expenses	58,827	54,183	(4,644)	(7.9)
Operating profit (loss)	3,069	2,691	(378)	(12.3)
Operating profit (loss) on sales in Thermal Media (%)	5.0	4.7		
Other:				
Sales:				
Unaffiliated customers	175,036	117,643	(57,393)	(32.8)
Intersegment	27,528	20,669	(6,859)	(24.9)
Total	202,564	138,312	(64,252)	(31.7)
Operating expenses	206,852	160,768	(46,084)	(22.3)
Operating profit (loss)	(4,288)	(22,456)	(18,168)	-
Operating profit (loss) on sales in Other (%)	(2.1)	(16.2)		
Eliminations and Corporate:				
Sales:				
Intersegment	(27,528)	(20,669)	6,859	
Total	(27,528)	(20,669)	6,859	-
Operating expenses:				
Intersegment	(27,528)	(20,669)	6,859	
Corporate	51,186	51,460	274	
Total	23,658	30,791	7,133	-
Operating profit (loss)	(51,186)	(51,460)	(274)	-
Consolidated:				
Sales:				
Unaffiliated customers	2,008,580	1,682,069	(326,511)	(16.3)
Intersegment	-	-	-	-
Total	2,008,580	1,682,069	(326,511)	(16.3)
Operating expenses	1,929,540	1,727,498	(202,042)	(10.5)
Operating profit (loss)	79,040	(45,429)	(124,469)	-
Operating profit (loss) on consolidated sales (%)	3.9	(2.7)		

Three months ended March 31, 2020 and 2021

(Millions of yen)

	Three months ended March 31, 2020	Three months ended March 31, 2021	Change	%
Office Total:				
Sales:				
Unaffiliated customers	404,304	396,376	(7,928)	(2.0)
Intersegment	-	-	-	-
Total	404,304	396,376	(7,928)	(2.0)
Operating expenses	383,952	381,230	(2,722)	(0.7)
Operating profit (loss)	20,352	15,146	(5,206)	(25.6)
Operating profit (loss) on sales in Office Total (%)	5.0	3.8		
Office Printing:				
Sales:				
Unaffiliated customers	245,195	222,300	(22,895)	(9.3)
Intersegment	-	-	-	-
Total	245,195	222,300	(22,895)	(9.3)
Operating expenses	235,705	221,701	(14,004)	(5.9)
Operating profit (loss)	9,490	599	(8,891)	(93.7)
Operating profit (loss) on sales in Office Printing (%)	3.9	0.3		
Office Service:				
Sales:				
Unaffiliated customers	159,109	174,076	14,967	9.4
Intersegment	-	-	-	-
Total	159,109	174,076	14,967	9.4
Operating expenses	148,246	159,529	11,283	7.6
Operating profit (loss)	10,863	14,547	3,684	33.9
Operating profit (loss) on sales in Office Service (%)	6.8	8.4		
Commercial Printing:				
Sales:				
Unaffiliated customers	45,021	36,484	(8,537)	(19.0)
Intersegment	-	-	-	-
Total	45,021	36,484	(8,537)	(19.0)
Operating expenses	40,186	48,053	7,867	19.6
Operating profit (loss)	4,835	(11,569)	(16,404)	-
Operating profit (loss) on sales in Commercial Printing (%)	10.7	(31.7)		
Industrial Printing:				
Sales:				
Unaffiliated customers	5,212	8,071	2,859	54.9
Intersegment	-	-	-	-
Total	5,212	8,071	2,859	54.9
Operating expenses	7,715	7,720	5	0.1
Operating profit (loss)	(2,503)	351	2,854	-
Operating profit (loss) on sales in Industrial Printing (%)	(48.0)	4.3		
Thermal Media:				
Sales:				
Unaffiliated customers	14,000	14,383	383	2.7
Intersegment	-	-	-	-
Total	14,000	14,383	383	2.7
Operating expenses	13,754	13,213	(541)	(3.9)
Operating profit (loss)	246	1,170	924	375.6
Operating profit (loss) on sales in Thermal Media (%)	1.8	8.1		
Other:				
Sales:				
Unaffiliated customers	46,161	33,684	(12,477)	(27.0)
Intersegment	7,912	6,935	(977)	(12.3)
Total	54,073	40,619	(13,454)	(24.9)
Operating expenses	56,412	47,025	(9,387)	(16.6)
Operating profit (loss)	(2,339)	(6,406)	(4,067)	-
Operating profit (loss) on sales in Other (%)	(4.3)	(15.8)		
Eliminations and Corporate:				
Sales:				
Intersegment	(7,912)	(6,935)	977	
Total	(7,912)	(6,935)	977	-
Operating expenses:				
Intersegment	(7,912)	(6,935)	977	
Corporate	10,966	14,383	3,417	
Total	3,054	7,448	4,394	-
Operating profit (loss)	(10,966)	(14,383)	(3,417)	-
Consolidated:				
Sales:				
Unaffiliated customers	514,698	488,998	(25,700)	(5.0)
Intersegment	-	-	-	-
Total	514,698	488,998	(25,700)	(5.0)
Operating expenses	505,073	504,689	(384)	(0.1)
Operating profit (loss)	9,625	(15,691)	(25,316)	-
Operating profit (loss) on consolidated sales (%)	1.9	(3.2)		

* Each category includes the following product line:

Office Printing	MFPs (multifunctional printers), copiers, laser printers, digital duplicators, wide format printers, facsimile machine, scanners, related parts & supplies, services, support and software
Office Service	Personal computers, servers, network equipment, related services, support, software and service & solutions related to documents
Commercial Printing	Cut sheet printers, continuous feed printer, related parts & supplies, services, support and software
Industrial printing	Inkjet heads, imaging systems and industrial printers
Thermal Media	Thermal paper and thermal media
Other	Industrial optical component/module, electronic components, precision mechanical component, digital cameras, 3D printing, environment, healthcare and financial services

* Some of the business in the Office Service segment have been reclassified into the Office Printing segment and Other segment from this fiscal year. In addition, some corporate expenses have been allocated to the relevant segments. Prior year comparative figures have also been reclassified to conform to the current year's presentation.

* Ricoh adopted a business unit structure from April 1, 2021. Based on this new business unit structure, Ricoh will change Operating Segment Information from the next fiscal year.

Major business domains are as follows:

New Segment	Business Domains
Digital Services	Sale of MFPs (multifunctional printers), laser printers, digital duplicators, wide format printers, facsimile machine, scanners, personal computers, servers, network equipment, related parts & supplies, services, support and service & solutions related to documents.
Digital Products	Production and OEM of MFPs (multifunctional printers), laser printers, digital duplicators, wide format printers, facsimile machine, scanners, network equipment, and related parts & supplies.
Graphic Communications	Production and sales of cut sheet printers, continuous feed printer, inkjet heads, imaging systems, industrial printers, related parts & supplies, services, support and software
Industrial Solutions	Production and sales of thermal paper and thermal media, industrial optical component/module, electronic components and precision mechanical component.
Other	Digital cameras, 360° cameras, environment, healthcare.

(b) Per share data

	(Yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Equity per share attributable to owners of the parent	1,270.47	1,281.29
Earnings per share attributable to owners of the parent-basic	54.58	(45.20)
Earnings per share attributable to owners of the parent-diluted	54.58	(45.20)

A reconciliation of the numerator and the denominators of the basic and diluted per share computations for profit is as follows:

	(Millions of yen)	
	Year ended March 31, 2020	Year ended March 31, 2021
Profit (loss) attributable to owners of the parent	39,546	(32,730)
Effect of dilutive securities	-	-
Diluted profit (loss) attributable to owners of the parent	39,546	(32,730)

	(Shares)	
	Year ended March 31, 2020	Year ended March 31, 2021
Weighted average common shares outstanding	724,595,697	724,175,341
Effect of dilutive securities	14,850	43,646
Diluted common shares outstanding	724,610,547	724,218,987

(c) Subsequent events

(Share Repurchase)

At the meeting of the Board of Directors of the Company held on March 3, 2021, the Company resolved a share repurchase. The status of share repurchase after March 31, 2021 is as follows.

The status of share repurchase

(1) Share category	Common stock
(2) Number of shares	8,667,000 shares
(3) Repurchase cost	¥10,064,285,000
(4) Period	April 1, 2021, through April 30, 2021
(5) Method	Open market purchase on Tokyo Stock Exchange

(Reference)

1. The matters for resolution at the Board of Directors meeting held on March 3, 2021

(1) Share category	Common stock
(2) Number of shares	Up to 145,000,000 shares (representing 20.02% of issued and outstanding shares excluding treasury shares)
(3) Repurchase ceiling	¥100 billion
(4) Period	March 4, 2021, through March 3, 2022
(5) Method	Open market purchase on Tokyo Stock Exchange

2. Total number of shares repurchase (as of April 30, 2021)

(1) Total number of shares repurchase	14,880,000 shares
(2) Total repurchase cost	¥17,355,224,800

-APPENDIX- Year ended March 31, 2021

1. Consolidated Quarterly Performance Outline

(1) Financial Statements Summary (Quarterly)

	(Billions of yen)				
	Q1	Q2	Q3	Q4	Change (%)
Sales	352.3	409.6	431.1	488.9	(5.0)
Gross profit	122.0	140.3	153.3	156.5	(9.1)
Operating profit (loss)	(21.2)	(9.3)	0.8	(15.6)	-
Profit (loss) before income tax expenses	(22.6)	(6.8)	3.8	(15.4)	-
Profit (loss) attributable to owners of the parent	(18.6)	(3.5)	(0.2)	(10.2)	-
Earnings per share attributable to owners of the parent-basic (yen).	(25.76)	(4.88)	(0.38)	(14.18)	-
Earnings per share attributable to owners of the parent-diluted (yen).	(25.76)	(4.88)	(0.38)	(14.18)	-
Total assets	1,821.8	1,837.5	1,846.8	1,887.8	-
Equity attributable to owners of the parent	896.5	895.9	897.8	920.2	-
Equity attributable to owners of the parent per share (yen)	1,237.54	1,236.75	1,239.42	1,281.29	-
Cash flows from operating activities	27.3	2.2	43.1	54.2	-
Cash flows from investing activities	(11.4)	(19.8)	(14.1)	(18.0)	-
Cash flows from financing activities	40.4	25.3	(31.0)	(38.8)	-
Cash and cash equivalents at end of period	320.0	328.0	325.8	330.3	-

(2) Capital expenditures and Depreciation

	(Billions of yen)			
	Q1	Q2	Q3	Q4
Capital expenditures	12.0	10.4	7.4	12.2
Depreciation	11.3	11.5	11.3	11.1

(3) R&D Expenditures

	(Billions of yen)			
	Q1	Q2	Q3	Q4
R&D expenditures	21.6	23.2	21.1	24.2
R&D expenditures/ Total Sales (%)	6.2	5.7	4.9	5.0

(4) Exchange Rate

	Q1	Q2	Q3	Q4
Exchange rate (Yen/US\$)	107.60	106.21	104.47	105.95
Exchange rate (Yen/EURO)	118.47	124.09	124.49	127.78

2. Consolidated Sales by Product Category

Year ended March 31, 2020 and 2021

	(Millions of yen)					
	Year ended March 31, 2020	Year ended March 31, 2021	Change	%	Change excluding exchange impact	%
<Office Total>						
Office Total	1,570,246	1,348,202	(222,044)	(14.1)	(221,328)	(14.1)
Percentage of sales (%)	78.2	80.2				
Domestic	679,481	618,517	(60,964)	(9.0)	(60,964)	(9.0)
Overseas	890,765	729,685	(161,080)	(18.1)	(160,364)	(18.0)
The Americas	412,912	294,250	(118,662)	(28.7)	(111,041)	(26.9)
Europe, Middle East and Africa	362,402	333,123	(29,279)	(8.1)	(36,810)	(10.2)
Other	115,451	102,312	(13,139)	(11.4)	(12,513)	(10.8)
Office Printing	1,013,055	815,895	(197,160)	(19.5)	(195,958)	(19.3)
Percentage of sales (%)	50.4	48.5				
Domestic	338,707	308,990	(29,717)	(8.8)	(29,717)	(8.8)
Overseas	674,348	506,905	(167,443)	(24.8)	(166,241)	(24.7)
The Americas	308,268	209,057	(99,211)	(32.2)	(93,799)	(30.4)
Europe, Middle East and Africa	265,228	209,454	(55,774)	(21.0)	(60,510)	(22.8)
Other	100,852	88,394	(12,458)	(12.4)	(11,932)	(11.8)
Office Service	557,191	532,307	(24,884)	(4.5)	(25,370)	(4.6)
Percentage of sales (%)	27.7	31.6				
Domestic	340,774	309,527	(31,247)	(9.2)	(31,247)	(9.2)
Overseas	216,417	222,780	6,363	2.9	5,877	2.7
The Americas	104,644	85,193	(19,451)	(18.6)	(17,242)	(16.5)
Europe, Middle East and Africa	97,174	123,669	26,495	27.3	23,700	24.4
Other	14,599	13,918	(681)	(4.7)	(581)	(4.0)
<Commercial Printing>						
Commercial Printing	178,396	134,661	(43,735)	(24.5)	(42,889)	(24.0)
Percentage of sales (%)	8.9	8.0				
Domestic	25,397	23,699	(1,698)	(6.7)	(1,698)	(6.7)
Overseas	152,999	110,962	(42,037)	(27.5)	(41,191)	(26.9)
The Americas	93,257	64,040	(29,217)	(31.3)	(27,556)	(29.5)
Europe, Middle East and Africa	47,686	35,997	(11,689)	(24.5)	(12,505)	(26.2)
Other	12,056	10,925	(1,131)	(9.4)	(1,130)	(9.4)
<Industrial Printing>						
Industrial Printing	23,006	24,689	1,683	7.3	1,826	7.9
Percentage of sales (%)	1.1	1.5				
Domestic	4,154	3,000	(1,154)	(27.8)	(1,154)	(27.8)
Overseas	18,852	21,689	2,837	15.0	2,980	15.8
The Americas	6,243	7,589	1,346	21.6	1,553	24.9
Europe, Middle East and Africa	5,034	4,096	(938)	(18.6)	(1,004)	(19.9)
Other	7,575	10,004	2,429	32.1	2,431	32.1
<Thermal Media>						
Thermal Media	61,896	56,874	(5,022)	(8.1)	(4,872)	(7.9)
Percentage of sales (%)	3.1	3.4				
Domestic	12,896	12,712	(184)	(1.4)	(184)	(1.4)
Overseas	49,000	44,162	(4,838)	(9.9)	(4,688)	(9.6)
The Americas	18,864	17,146	(1,718)	(9.1)	(1,273)	(6.7)
Europe, Middle East and Africa	16,372	14,402	(1,970)	(12.0)	(2,295)	(14.0)
Other	13,764	12,614	(1,150)	(8.4)	(1,120)	(8.1)
<Other>						
Other	175,036	117,643	(57,393)	(32.8)	(57,385)	(32.8)
Percentage of sales (%)	8.7	7.0				
Domestic	150,450	95,113	(55,337)	(36.8)	(55,337)	(36.8)
Overseas	24,586	22,530	(2,056)	(8.4)	(2,048)	(8.3)
The Americas	2,905	3,584	679	23.4	766	26.4
Europe, Middle East and Africa	4,964	5,791	827	16.7	701	14.1
Other	16,717	13,155	(3,562)	(21.3)	(3,515)	(21.0)
Grand Total						
Grand Total	2,008,580	1,682,069	(326,511)	(16.3)	(324,648)	(16.2)
Percentage of sales (%)	100.0	100.0				
Domestic	872,378	753,041	(119,337)	(13.7)	(119,337)	(13.7)
Percentage of sales (%)	43.4	44.8				
Overseas	1,136,202	929,028	(207,174)	(18.2)	(205,311)	(18.1)
Percentage of sales (%)	56.6	55.2				
The Americas	534,181	386,609	(147,572)	(27.6)	(137,551)	(25.7)
Percentage of sales (%)	26.6	23.0				
Europe, Middle East and Africa	436,458	393,409	(43,049)	(9.9)	(51,913)	(11.9)
Percentage of sales (%)	21.7	23.4				
Other	165,563	149,010	(16,553)	(10.0)	(15,847)	(9.6)
Percentage of sales (%)	8.2	8.8				

* Each category includes the following product line:

Office Printing	MFPs (multifunctional printers), copiers, laser printers, digital duplicators, wide format printers, facsimile machine, scanners, related parts & supplies, services, support and software
Office Service	Personal computers, servers, network equipment, related services, support, software and service & solutions related to documents
Commercial Printing	Cut sheet printers, continuous feed printer, related parts & supplies, services, support and software
Industrial printing	Inkjet heads, imaging systems and industrial printers
Thermal Media	Thermal paper and thermal media
Other	Industrial optical component/module, electronic components, precision mechanical component, digital cameras, 3D printing, environment, healthcare and financial services

* Some of the business in the Office Service segment have been reclassified into the Office Printing segment and Other segment from this fiscal year. In addition, some corporate expenses have been allocated to the relevant segments. Prior year comparative figures have also been reclassified to conform to the current year's presentation.

Three months ended March 31, 2020 and 2021

	(Millions of yen)					
	Three months ended March 31, 2020	Three months ended March 31, 2021	Change	%	Change excluding exchange impact	%
<Office Total>						
Office Total	404,304	396,376	(7,928)	(2.0)	(11,699)	(2.9)
Percentage of sales (%)	78.6	81.1				
Domestic	183,296	197,714	14,418	7.9	14,418	7.9
Overseas	221,008	198,662	(22,346)	(10.1)	(26,117)	(11.8)
The Americas	101,225	78,282	(22,943)	(22.7)	(20,701)	(20.5)
Europe, Middle East and Africa	95,803	93,968	(1,835)	(1.9)	(6,922)	(7.2)
Other	23,980	26,412	2,432	10.1	1,506	6.3
Office Printing	245,195	222,300	(22,895)	(9.3)	(25,263)	(10.3)
Percentage of sales (%)	47.7	45.5				
Domestic	82,182	82,947	765	0.9	765	0.9
Overseas	163,013	139,353	(23,660)	(14.5)	(26,028)	(16.0)
The Americas	75,408	57,105	(18,303)	(24.3)	(16,674)	(22.1)
Europe, Middle East and Africa	67,304	59,443	(7,861)	(11.7)	(11,064)	(16.4)
Other	20,301	22,805	2,504	12.3	1,710	8.4
Office Service	159,109	174,076	14,967	9.4	13,564	8.5
Percentage of sales (%)	30.9	35.6				
Domestic	101,114	114,767	13,653	13.5	13,653	13.5
Overseas	57,995	59,309	1,314	2.3	(89)	(0.2)
The Americas	25,817	21,177	(4,640)	(18.0)	(4,027)	(15.6)
Europe, Middle East and Africa	28,499	34,525	6,026	21.1	4,142	14.5
Other	3,679	3,607	(72)	(2.0)	(204)	(5.5)
<Commercial Printing>						
Commercial Printing	45,021	36,484	(8,537)	(19.0)	(8,736)	(19.4)
Percentage of sales (%)	8.7	7.5				
Domestic	6,574	6,382	(192)	(2.9)	(192)	(2.9)
Overseas	38,447	30,102	(8,345)	(21.7)	(8,544)	(22.2)
The Americas	23,846	16,511	(7,335)	(30.8)	(6,861)	(28.8)
Europe, Middle East and Africa	11,758	10,438	(1,320)	(11.2)	(1,874)	(15.9)
Other	2,843	3,153	310	10.9	191	6.7
<Industrial Printing>						
Industrial Printing	5,212	8,071	2,859	54.9	2,875	55.2
Percentage of sales (%)	1.0	1.6				
Domestic	1,038	1,006	(32)	(3.1)	(32)	(3.1)
Overseas	4,174	7,065	2,891	69.3	2,907	69.6
The Americas	1,341	2,439	1,098	81.9	1,162	86.7
Europe, Middle East and Africa	1,588	1,414	(174)	(11.0)	(222)	(14.0)
Other	1,245	3,212	1,967	158.0	1,967	158.0
<Thermal Media>						
Thermal Media	14,000	14,383	383	2.7	156	1.1
Percentage of sales (%)	2.7	2.9				
Domestic	2,879	2,999	120	4.2	120	4.2
Overseas	11,121	11,384	263	2.4	36	0.3
The Americas	4,354	3,923	(431)	(9.9)	(316)	(7.3)
Europe, Middle East and Africa	4,382	3,957	(425)	(9.7)	(644)	(14.7)
Other	2,385	3,504	1,119	46.9	996	41.8
<Other>						
Other	46,161	33,684	(12,477)	(27.0)	(12,570)	(27.2)
Percentage of sales (%)	9.0	6.9				
Domestic	41,478	28,151	(13,327)	(32.1)	(13,327)	(32.1)
Overseas	4,683	5,533	850	18.2	757	16.2
The Americas	605	779	174	28.8	191	31.6
Europe, Middle East and Africa	1,092	1,840	748	68.5	660	60.4
Other	2,986	2,914	(72)	(2.4)	(94)	(3.1)
Grand Total						
Grand Total	514,698	488,998	(25,700)	(5.0)	(29,974)	(5.8)
Percentage of sales (%)	100.0	100.0				
Domestic	235,265	236,252	987	0.4	987	0.4
Percentage of sales (%)	45.7	48.3				
Overseas	279,433	252,746	(26,687)	(9.6)	(30,961)	(11.1)
Percentage of sales (%)	54.3	51.7				
The Americas	131,371	101,934	(29,437)	(22.4)	(26,525)	(20.2)
Percentage of sales (%)	25.5	20.9				
Europe, Middle East and Africa	114,623	111,617	(3,006)	(2.6)	(9,002)	(7.9)
Percentage of sales (%)	22.3	22.8				
Other	33,439	39,195	5,756	17.2	4,566	13.7
Percentage of sales (%)	6.5	8.0				

* Each category includes the following product line:

Office Printing	MFPs (multifunctional printers), copiers, laser printers, digital duplicators, wide format printers, facsimile machine, scanners, related parts & supplies, services, support and software
Office Service	Personal computers, servers, network equipment, related services, support, software and service & solutions related to documents
Commercial Printing	Cut sheet printers, continuous feed printer, related parts & supplies, services, support and software
Industrial printing	Inkjet heads, imaging systems and industrial printers
Thermal Media	Thermal paper and thermal media
Other	Industrial optical component/module, electronic components, precision mechanical component, digital cameras, 3D printing, environment, healthcare and financial services

* Some of the business in the Office Service segment have been reclassified into the Office Printing segment and Other segment from this fiscal year. In addition, some corporate expenses have been allocated to the relevant segments. Prior year comparative figures have also been reclassified to conform to the current year's presentation.

3. Forecast of Consolidated Sales by Product Category

(Billions of yen)

	Year ended March 31, 2021		Year ending March 31, 2022		
	Results	Forecast	Change %	Forecast (Note)	Change %
<Digital Services>	1,377.1	1,542.0	12.0	1,542.0	12.0
Domestic	651.1	678.4	4.2	678.4	4.2
Overseas	726.0	863.6	18.9	863.6	18.9
The Americas	294.3	336.5	14.3	339.9	15.5
Europe, Middle East and Africa	335.1	424.2	26.6	419.8	25.3
Other	96.5	102.9	6.6	103.9	7.6
<Digital Products>	12.1	13.0	7.3	13.1	8.2
Domestic	5.9	6.0	1.4	6.0	1.4
Overseas	6.1	7.0	13.0	7.1	14.6
The Americas	0.4	0.9	97.4	0.9	97.4
Europe, Middle East and Africa	-	-	-	-	-
Other	5.7	6.1	6.3	6.2	8.1
<Graphic Communications>	159.3	196.0	23.0	196.5	23.3
Domestic	26.6	28.8	7.9	28.8	7.9
Overseas	132.6	167.2	26.0	167.7	26.4
The Americas	71.6	86.2	20.3	87.1	21.6
Europe, Middle East and Africa	40.0	57.8	44.2	57.2	42.7
Other	20.9	23.2	10.9	23.4	11.8
<Industrial Solutions>	108.8	140.0	28.6	140.3	28.9
Domestic	55.6	69.5	24.8	69.5	24.8
Overseas	53.2	70.5	32.5	70.8	33.1
The Americas	17.2	22.1	28.1	22.3	29.2
Europe, Middle East and Africa	15.0	18.8	25.3	18.6	24.0
Other	20.9	29.6	41.3	29.9	42.8
<Other>	24.5	19.0	(22.6)	19.0	(22.6)
Domestic	13.6	7.3	(46.5)	7.3	(46.5)
Overseas	10.9	11.7	7.1	11.7	7.1
The Americas	2.8	3.2	10.5	3.2	10.5
Europe, Middle East and Africa	3.1	3.5	10.8	3.5	10.8
Other	4.8	5.0	2.7	5.0	2.7
Grand Total	1,682.0	1,910.0	13.6	1,910.9	13.6
Domestic	753.0	790.0	4.9	790.0	4.9
Overseas	929.0	1,120.0	20.6	1,120.9	20.7
The Americas	386.6	448.9	16.1	453.4	17.3
Europe, Middle East and Africa	393.4	504.3	28.2	499.1	26.9
Other	149.0	166.8	11.9	168.4	13.0

* Ricoh adopted a new business unit structure from April 1, 2021. Therefore, "Forecast of Consolidated Sales by Product Category" is reclassified. Please refer to "(a) Segment Information" on page 22 "(7) Notes to Consolidated Financial Statements".

(Note) Excluding foreign exchange impact

Reference: Exchange rate	Year ended March 31, 2021	Year ending March 31, 2022
US\$ 1	¥106.05	¥105.00
EURO 1	¥123.70	¥125.00