

Key Financial Figures (Consolidated)

(Note) In this document, fiscal years are defined as follows: FY2021 = Fiscal year ended March 31, 2022, etc.

1. Operating Results (Billions of Yen)

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (Forecast)
Sales		2,028.8	2,063.3	2,013.2	2,008.5	1,682.0	1,910.0
	YoY	-8.2%	1.7%	-2.4%	-0.2%	-16.3%	13.6%
Cost of Sales		1,240.2	1,272.3	1,246.3	1,287.0	1,109.7	1,248.6
	YoY	-6.5%	2.6%	-2.0%	3.3%	-13.8%	12.5%
	Percentage of sales	61.1%	61.7%	61.9%	64.1%	66.0%	65.4%
Gross profit		788.6	791.0	766.8	721.5	572.3	661.4
	YoY	-10.6%	0.3%	-3.0%	-5.9%	-20.7%	15.6%
	Percentage of sales	38.9%	38.3%	38.1%	35.9%	34.0%	34.6%
Selling, general and administrative expenses (Including Other income, Impairment of goodwill)		754.7	906.6	680.0	642.5	617.7	611.4
	YoY	-3.2%	20.1%	-25.0%	-5.5%	-3.9%	-1.0%
	Percentage of sales	37.2%	43.9%	33.8%	32.0%	36.7%	32.0%
Operating profit		33.8	-115.6	86.8	79.0	-45.4	50.0
	YoY	-66.9%	-	-	-9.0%	-	-
	Percentage of sales	1.7%	-5.6%	4.3%	3.9%	-2.7%	2.6%
Profit before income tax expenses		29.9	-124.1	83.9	75.8	-41.0	54.3
	YoY	-68.7%	-	-	-9.6%	-	-
	Percentage of sales	1.5%	-6.0%	4.2%	3.8%	-2.4%	2.8%
Profit attributable to owners of the parent		3.4	-135.3	49.5	39.5	-32.7	35.4
	YoY	-94.5%	-	-	-20.2%	-	-
	Percentage of sales	0.2%	-6.6%	2.5%	2.0%	-1.9%	1.9%
Earnings per share attributable to owners of the parent-basic [yen]		4.81	-186.75	68.32	54.58	-45.20	52.52
	YoY	-94.5%	-	-	-20.1%	-	-
Exchange rate	[yen/US\$]	108.39	110.91	110.95	108.80	106.05	109.58
	[yen/EURO]	118.82	129.67	128.46	120.90	123.70	129.19

2. Investment related indicators (Billions of Yen)

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021 (Forecast)
R&D Expenditure		114.3	111.0	111.0	102.8	90.3	90.0
	R&D Expenditure / Sales	5.6%	5.4%	5.5%	5.1%	5.4%	4.7%
Depreciation for tangible fixed assets		68.0	68.4	65.4	62.5	45.3	44.0
Expenditure for plant and equipment		75.4	72.2	72.4	86.5	42.1	43.0

3. Financial indicator (Billions of yen)

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2020 Apr-Dec	FY2021 Apr-Dec
Liquidity at hand		135.0	160.6	240.1	262.8	335.0	328.7	224.7
	Liquidity at hand/ Averaged sales [months]	0.8	0.9	1.4	1.6	2.4	2.5	1.6
Inventories		202.5	180.4	207.7	201.2	192.0	204.6	228.2
	Inventories/ Averaged cost of sales [months]	2.0	1.7	2.0	1.9	2.1	2.4	2.5
Debt*		859.7	881.9	933.4	179.6	222.4	242.2	235.5
	Debt on total assets	31.2%	33.4%	34.3%	6.3%	11.8%	13.1%	13.4%
Total assets		2,759.2	2,641.0	2,725.1	2,867.6	1,887.8	1,846.8	1,760.5
	Profit before income tax expenses on total assets	1.1%	-4.6%	3.1%	2.7%	-1.7%	-1.1%	1.7%
Equity attributable to owners of the parent		1,042.1	909.5	932.5	920.3	920.2	897.8	850.2
	Equity ratio	37.8%	34.4%	34.2%	32.1%	48.7%	48.6%	48.3%
	Return on equity	0.3%	-13.9%	5.4%	4.3%	-3.6%	-2.5%	2.6%

\*The amounts are shown bonds and borrowings.

4. Condensed Consolidated Statement of Cash Flows (Billions of Yen)

		FY2016	FY2017	FY2018	FY2019	FY2020	FY2020 Apr-Dec	FY2021 Apr-Dec
Net cash provided by operating activities		88.2	110.2	81.9	116.7	126.9	72.6	38.6
Net cash used in investing activities		-106.7	-81.0	-45.9	-164.5	-63.5	-45.4	-33.9
Net cash provided by (used in) financing activities		-19.9	6.4	42.4	75.7	-4.0	34.7	-123.5
Free Cash Flow		-18.4	29.2	36.0	-47.8	63.4	27.2	4.6

5. Quarterly Operating Results (Billions of Yen)

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Sales		352.3	409.6	431.1	488.9	1,682.0	424.8	418.6	432.7
	YoY	-26.2%	-20.8%	-13.6%	-5.0%	-16.3%	20.6%	2.2%	0.4%
Gross profit		122.0	140.3	153.3	156.5	572.3	152.3	152.5	156.9
	YoY	-33.8%	-23.3%	-15.8%	-9.1%	-20.7%	24.8%	8.7%	2.3%
	Percentage of sales	34.6%	34.3%	35.6%	32.0%	34.0%	35.9%	36.4%	36.3%
Selling, general and administrative expenses		143.3	149.6	152.4	172.2	617.7	146.6	145.1	144.2
	YoY	-8.6%	-7.5%	-5.5%	6.0%	-3.9%	2.3%	-3.0%	-5.3%
	Percentage of sales	40.7%	36.5%	35.4%	35.2%	36.7%	34.5%	34.7%	33.3%
Operating profit		-21.2	-9.3	0.8	-15.6	-45.4	5.6	7.4	12.6
	YoY	-	-	-95.8%	-	-	-	-	-
	Percentage of sales	-6.0%	-2.3%	0.2%	-3.2%	-2.7%	1.3%	1.8%	2.9%
Profit before income tax expenses		-22.6	-6.8	3.8	-15.4	-41.0	7.6	8.2	14.7
	YoY	-	-	-82.0%	-	-	-	-	278.2%
	Percentage of sales	-6.4%	-1.7%	0.9%	-3.2%	-2.4%	1.8%	2.0%	3.4%
Profit attributable to owners of the parent		-18.6	-3.5	-0.2	-10.2	-32.7	4.7	6.3	12.0
	YoY	-	-	-	-	-	-	-	-
	Percentage of sales	-5.3%	-0.9%	-0.1%	-2.1%	-1.9%	1.1%	1.5%	2.8%
Earnings per share attributable to owners of the parent-basic[yen]		-25.76	-4.88	-0.38	-14.18	-45.20	6.77	9.34	18.43
	YoY	-	-	-	-	-	-	-	-
Exchange rate	[yen/US\$]	107.60	106.21	104.47	105.95	106.05	109.50	110.08	113.70
	[yen/EURO]	118.47	124.09	124.49	127.78	123.70	131.92	129.81	130.07

6. Sales by Area (Billions of Yen)

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Japan		159.3	176.1	181.3	236.2	753.0	171.3	164.8	165.9
	YoY	-17.8%	-25.3%	-12.6%	0.4%	-13.7%	7.5%	-6.4%	-8.5%
Americas		85.7	100.9	97.9	101.9	386.6	106.4	108.2	108.5
	YoY	-35.5%	-25.8%	-26.8%	-22.4%	-27.6%	24.1%	7.2%	10.8%
Europe, Middle East and Africa		74.2	95.2	112.3	111.6	393.4	106.3	106.0	116.6
	YoY	-30.0%	-7.0%	-0.9%	-2.6%	-9.9%	43.2%	11.3%	3.9%
Other		33.0	37.3	39.4	39.1	149.0	40.7	39.5	41.5
	YoY	-25.9%	-13.3%	-11.3%	17.2%	-10.0%	23.4%	6.0%	5.3%
Total		352.3	409.6	431.1	488.9	1,682.0	424.8	418.6	432.7
	YoY	-26.2%	-20.8%	-13.6%	-5.0%	-16.3%	20.6%	2.2%	0.4%

7. Sales by Category (Billions of Yen)

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Digital Services	Sales	283.7	335.6	351.3	405.8	1,376.6	346.3	342.0	348.5
	YoY	-	-	-	-	-	22.1%	1.9%	-0.8%
	Operating profit	-7.3	-2.6	8.4	-1.1	-2.6	1.3	3.5	3.9
	Percentage of sales	-2.6%	-0.8%	2.4%	-0.3%	-0.2%	0.4%	1.0%	1.1%
Digital Products	Sales	79.4	81.7	94.0	101.8	357.1	89.4	89.2	94.3
	YoY	-	-	-	-	-	12.6%	9.1%	0.3%
	Operating profit	-1.7	1.9	7.2	9.0	16.4	9.0	8.0	15.9
	Percentage of sales	-2.2%	2.3%	7.7%	8.9%	4.6%	10.1%	9.1%	16.9%
Graphic Communications	Sales	32.1	41.0	41.9	44.7	159.9	42.5	44.4	48.5
	YoY	-	-	-	-	-	32.3%	8.4%	15.6%
	Operating profit	-8.9	-5.3	-13.5	-19.6	-47.4	1.0	-0.7	1.5
	Percentage of sales	-27.8%	-13.1%	-32.2%	-43.9%	-29.7%	2.5%	-1.6%	3.2%
Industrial Solutions	Sales	25.6	26.4	29.9	33.2	115.2	28.6	25.5	29.2
	YoY	-	-	-	-	-	12.0%	-3.5%	-2.2%
	Operating profit	-1.8	-0.5	0.0	0.6	-1.6	-0.9	0.2	-0.2
	Percentage of sales	-7.1%	-2.2%	0.2%	2.1%	-1.4%	-3.4%	0.8%	-0.8%
Other	Sales	12.4	9.3	8.7	9.5	40.0	8.4	8.2	8.2
	YoY	-	-	-	-	-	-32.0%	-11.9%	-6.0%
	Operating profit	-3.1	-3.5	-2.6	-4.4	-13.8	-3.2	-4.1	-3.7
	Percentage of sales	-25.5%	-38.1%	-30.8%	-46.5%	-34.6%	-38.6%	-50.3%	-45.1%
Corporate and eliminations	Sales (Internal sales)	-81.1	-84.6	-94.9	-106.2	-366.9	-90.7	-90.8	-96.2
	Operating profit	1.6	0.8	1.2	-0.1	3.7	-1.4	0.4	-4.8
Total	Sales	352.3	409.6	431.1	488.9	1,682.0	424.8	418.6	432.7
	YoY	-26.2%	-20.8%	-13.6%	-5.0%	-16.3%	20.6%	2.2%	0.4%
	Operating profit	-21.2	-9.3	0.8	-15.6	-45.4	5.6	7.4	12.6
	Percentage of sales	-6.0%	-2.3%	0.2%	-3.2%	-2.7%	1.3%	1.8%	2.9%

\*Ricoh adopted a business unit structure from April 1, 2021. Based on this new business unit structure, Ricoh changed Operating Segment Information from this fiscal year. Prior year comparative figures have also been reclassified to conform to the current year's presentation. Intersegment sales are primarily for Digital Services.

8. Consolidated number of employees

	FY2017	FY2018	FY2019	FY2020	FY2021		
					Q1	Q2	Q3
Japan	33,796	31,905	31,648	30,369	30,436	30,082	29,790
Americas	26,995	25,953	24,299	19,389	19,036	18,859	18,870
Europe, Middle East and Africa	16,680	16,150	16,410	16,136	16,119	15,878	15,782
China	10,574	9,518	8,542	6,823	6,570	6,847	6,253
Asia Pacific	9,833	9,137	9,242	8,467	8,316	8,275	8,149
Total	97,878	92,663	90,141	81,184	80,477	79,941	78,844

9. Office Service Sales by Category (Billions of Yen)

	YoY	FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
IT infrastructure		44.6	52.9	61.4	91.3	250.4	53.2	50.9	53.0
	YoY	-	-	-	-	-	19.2%	-3.8%	-13.7%
IT services		22.5	26.8	28.7	35.2	113.3	28.0	30.1	28.5
	YoY	-	-	-	-	-	24.4%	12.2%	-0.7%
Applications		18.6	22.8	22.4	26.4	90.4	23.4	27.4	25.9
	YoY	-	-	-	-	-	25.7%	19.8%	15.7%
Business Process Services		22.1	22.7	23.0	24.0	91.9	23.5	24.1	25.3
	YoY	-	-	-	-	-	6.1%	5.9%	10.0%
Office services business		110.3	129.5	142.2	183.2	565.4	133.6	138.8	140.0
	YoY	-	-	-	-	-	21.1%	7.2%	-1.5%

10. Office Service Sales by Area (Billions of Yen)

	YoY	FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Japan		56.9	71.3	71.4	117.3	317.0	67.2	71.2	64.4
	YoY	-	-	-	-	-	18.1%	-0.1%	-9.7%
Americas		23.7	25.3	24.8	24.7	98.6	24.9	25.9	27.0
	YoY	-	-	-	-	-	5.2%	2.5%	8.8%
Europe, Middle East and Africa		25.6	28.7	41.6	37.0	133.2	36.6	36.8	43.6
	YoY	-	-	-	-	-	42.5%	28.1%	4.6%
Other		3.9	4.1	4.2	4.2	16.5	4.8	4.7	4.9
	YoY	-	-	-	-	-	20.4%	15.2%	16.1%
Office services business		110.3	129.5	142.2	183.2	565.4	133.6	138.8	140.0
	YoY	-	-	-	-	-	21.1%	7.2%	-1.5%

11. Office Service Scrum package (Japan)

	YoY	FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Sales(Billions of Yen)		6.0	12.2	11.5	15.4	45.2	11.1	13.1	11.0
	YoY	28.8%	33.6%	71.2%	77.2%	54.4%	83.5%	7.9%	-4.3%
Sales Units		9,304	18,667	17,404	22,825	68,200	18,641	19,465	17,555
	YoY	32.0%	54.7%	70.3%	86.8%	64.1%	100.4%	4.3%	0.9%
Cumulative units		81,893	100,560	117,964	140,789	140,789	159,430	178,895	196,450

12. Office Printing Sales ratio

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Japan	MFP	63%	62%	63%	61%	62%	64%	60%	62%
	Printer	23%	23%	24%	25%	24%	24%	26%	25%
	Other	13%	14%	13%	15%	14%	12%	14%	13%
Overseas	MFP	86%	85%	86%	85%	86%	85%	86%	85%
	Printer	9%	9%	9%	9%	9%	9%	10%	10%
	Other	6%	6%	5%	5%	5%	5%	5%	5%
Total	MFP	76%	76%	77%	76%	76%	77%	77%	76%
	Printer	15%	15%	15%	15%	15%	15%	15%	15%
	Other	9%	9%	8%	9%	9%	8%	8%	8%

13. MFP & Printer & CP Non-hardware ratio

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
MFP	Japan	71%	69%	72%	64%	69%	70%	78%	74%
	Overseas	51%	49%	51%	50%	50%	52%	53%	56%
	Total	58%	56%	58%	54%	56%	58%	60%	62%
Printer	Japan	91%	89%	90%	85%	89%	90%	89%	91%
	Overseas	74%	73%	73%	72%	73%	70%	69%	71%
	Total	85%	83%	84%	81%	83%	82%	81%	83%
CP	Japan	60%	59%	62%	56%	59%	62%	64%	62%
	Overseas	65%	60%	65%	62%	63%	67%	65%	66%
	Total	64%	60%	65%	61%	62%	66%	64%	66%

14. MFP & Printer & CP Hardware YoY by value

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Office Printing (MFP&Printer)	Japan	-21.9%	-10.7%	-1.9%	-3.3%	-9.4%	16.2%	-33.2%	-11.7%
	Overseas	-35.3%	-15.3%	-20.6%	-11.4%	-20.6%	38.7%	-1.2%	-6.6%
	(forex excluded)	-33.0%	-15.7%	-20.3%	-12.9%	-20.4%	29.9%	-5.4%	-13.0%
	Total	-32.3%	-14.3%	-17.1%	-9.4%	-18.1%	32.8%	-8.7%	-7.8%
	(forex excluded)	-30.5%	-14.6%	-16.8%	-10.5%	-18.0%	26.3%	-11.9%	-12.7%
MFP	Japan	-21.2%	-6.2%	0.1%	-4.8%	-8.3%	14.6%	-37.3%	-12.4%
	Overseas	-33.7%	-14.0%	-19.0%	-10.0%	-19.1%	36.9%	-3.0%	-8.3%
	(forex excluded)	-31.4%	-14.4%	-18.6%	-11.4%	-18.9%	28.3%	-7.1%	-14.5%
	Total	-31.0%	-12.4%	-15.6%	-8.8%	-16.8%	31.3%	-10.6%	-9.2%
	(forex excluded)	-29.2%	-12.8%	-15.3%	-9.9%	-16.7%	24.8%	-13.8%	-14.1%
Printer	Japan	-26.6%	-33.6%	-14.2%	6.9%	-16.7%	31.2%	-2.2%	-6.5%
	Overseas	-54.7%	-33.2%	-41.0%	-30.0%	-40.1%	70.8%	31.4%	21.0%
	(forex excluded)	-52.9%	-33.8%	-41.3%	-31.7%	-40.2%	59.6%	25.7%	13.1%
	Total	-46.1%	-33.4%	-32.7%	-16.0%	-31.8%	55.1%	17.8%	10.5%
	(forex excluded)	-44.8%	-33.7%	-32.9%	-17.1%	-31.9%	48.3%	14.4%	5.6%
CP	Japan	-3.3%	38.1%	-11.0%	26.5%	10.0%	2.6%	-12.6%	1.9%
	Overseas	-45.3%	-33.8%	-36.5%	-30.0%	-36.1%	29.8%	1.7%	14.8%
	(forex excluded)	-43.5%	-33.9%	-35.8%	-30.8%	-35.7%	22.3%	-2.6%	6.9%
	Total	-40.2%	-28.4%	-33.6%	-24.2%	-31.3%	24.4%	-0.4%	12.8%
	(forex excluded)	-38.6%	-28.4%	-32.9%	-24.9%	-31.0%	18.4%	-4.1%	6.1%

15. MFP & Printer & CP Non-Hardware YoY by value

		FY2020					FY2021		
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3
Office Printing (MFP&Printer)	Japan	-15.3%	-13.7%	-4.2%	-6.1%	-9.9%	6.9%	-2.5%	-2.7%
	Overseas	-46.0%	-28.7%	-26.5%	-19.4%	-30.5%	37.0%	9.2%	8.7%
	(forex excluded)	-44.1%	-29.2%	-26.3%	-20.9%	-30.4%	28.0%	4.6%	1.8%
	Total	-34.0%	-22.6%	-17.8%	-14.0%	-22.3%	22.0%	3.9%	3.5%
	(forex excluded)	-32.9%	-22.8%	-17.6%	-14.9%	-22.3%	17.5%	1.4%	-0.3%
MFP	Japan	-15.8%	-11.5%	-8.2%	-8.6%	-11.0%	6.3%	-2.9%	-2.7%
	Overseas	-46.4%	-29.5%	-27.2%	-20.0%	-31.1%	37.0%	10.0%	8.4%
	(forex excluded)	-44.4%	-30.0%	-26.9%	-21.5%	-31.0%	27.9%	5.4%	1.5%
	Total	-36.3%	-23.4%	-20.8%	-16.1%	-24.4%	23.6%	4.9%	4.0%
	(forex excluded)	-35.0%	-23.7%	-20.6%	-17.1%	-24.3%	18.5%	2.1%	-0.1%
Printer	Japan	-14.4%	-17.8%	4.9%	-1.1%	-7.6%	8.4%	-1.7%	-2.8%
	Overseas	-43.0%	-23.1%	-22.0%	-15.2%	-26.2%	37.1%	4.1%	10.9%
	(forex excluded)	-41.4%	-23.5%	-21.9%	-16.7%	-26.2%	28.5%	0.0%	4.1%
	Total	-25.3%	-19.6%	-5.4%	-6.2%	-14.4%	16.6%	0.2%	1.4%
	(forex excluded)	-24.7%	-19.8%	-5.3%	-6.7%	-14.4%	14.1%	-1.2%	-0.7%
CP	Japan	-16.3%	-15.5%	-10.5%	-10.1%	-13.1%	12.9%	3.8%	3.0%
	Overseas	-38.2%	-21.0%	-17.8%	-16.6%	-23.5%	39.9%	21.2%	21.9%
	(forex excluded)	-37.0%	-20.9%	-16.8%	-16.3%	-22.9%	32.2%	16.1%	13.7%
	Total	-35.3%	-20.2%	-16.9%	-15.7%	-22.1%	35.4%	18.7%	19.3%
	(forex excluded)	-34.3%	-20.2%	-16.0%	-15.5%	-21.6%	29.0%	14.4%	12.2%