

## Key Financial Figures (Consolidated)

(Note) In this document, fiscal years are defined as follows: FY2022 = Fiscal year ended March 31, 2023, etc.

### 1. Operating Results (Billions of Yen)

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (Forecast)
Sales		2,063.3	2,013.2	2,008.5	1,682.0	1,758.5	2,100.0
	YoY	1.7%	-2.4%	-0.2%	-16.3%	4.5%	19.4%
Cost of Sales		1,272.3	1,246.3	1,287.0	1,109.7	1,135.9	1,373.0
	YoY	2.6%	-2.0%	3.3%	-13.8%	2.4%	20.9%
	Percentage of sales	61.7%	61.9%	64.1%	66.0%	64.6%	65.4%
Gross profit		791.0	766.8	721.5	572.3	622.6	727.0
	YoY	0.3%	-3.0%	-5.9%	-20.7%	8.8%	16.8%
	Percentage of sales	38.3%	38.1%	35.9%	34.0%	35.4%	34.6%
Selling, general and administrative expenses (Including Other income, Impairment of goodwill)		906.6	680.0	642.5	617.7	582.6	642.0
	YoY	20.1%	-25.0%	-5.5%	-3.9%	-5.7%	10.2%
	Percentage of sales	43.9%	33.8%	32.0%	36.7%	33.1%	30.6%
Operating profit		-115.6	86.8	79.0	-45.4	40.0	85.0
	YoY	-	-	-9.0%	-	-	112.2%
	Percentage of sales	-5.6%	4.3%	3.9%	-2.7%	2.3%	4.0%
Profit before income tax expenses		-124.1	83.9	75.8	-41.0	44.3	87.7
	YoY	-	-	-9.6%	-	-	97.6%
	Percentage of sales	-6.0%	4.2%	3.8%	-2.4%	2.5%	4.2%
Profit attributable to owners of the parent		-135.3	49.5	39.5	-32.7	30.3	57.0
	YoY	-	-	-20.2%	-	-	87.7%
	Percentage of sales	-6.6%	2.5%	2.0%	-1.9%	1.7%	2.7%
Earnings per share attributable to owners of the parent-basic [yen]		-186.75	68.32	54.58	-45.20	45.35	92.40
	YoY	-	-	-20.1%	-	-	103.7%
Exchange rate	[yen/US\$]	110.91	110.95	108.80	106.05	112.36	129.46
	[yen/EURO]	129.67	128.46	120.90	123.70	130.55	136.85

### 2. Investment related indicators (Billions of Yen)

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022 (Forecast)
R&D Expenditure		111.0	111.0	102.8	90.3	96.7	102.0
	R&D Expenditure / Sales	5.4%	5.5%	5.1%	5.4%	5.5%	4.9%
Depreciation for tangible fixed assets		68.4	65.4	62.5	45.3	39.8	42.0
Expenditure for plant and equipment		72.2	72.4	86.5	42.1	37.3	41.0

### 3. Financial indicator (Billions of yen)

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2021 H1	FY2022 H1
Liquidity at hand		160.6	240.1	262.8	335.0	240.3	276.0	214.7
	Liquidity at hand/ Averaged sales [months]	0.9	1.4	1.6	2.4	1.6	2.0	1.2
Inventories		180.4	207.7	201.2	192.0	232.5	206.5	312.4
	Inventories/ Averaged cost of sales [months]	1.7	2.0	1.9	2.1	2.5	2.3	2.8
Debt*		881.9	933.4	179.6	222.4	235.4	235.0	342.2
	Debt on total assets	33.4%	34.3%	6.3%	11.8%	12.7%	13.2%	16.6%
Total assets		2,641.0	2,725.1	2,867.6	1,887.8	1,853.2	1,780.8	2,060.0
	Profit before income tax expenses on total assets	-4.6%	3.1%	2.7%	-1.7%	2.4%	0.9%	1.3%
Equity attributable to owners of the parent		909.5	932.5	920.3	920.2	902.0	868.5	916.0
	Equity ratio	34.4%	34.2%	32.1%	48.7%	48.7%	48.8%	44.5%
	Return on equity	-13.9%	5.4%	4.3%	-3.6%	3.3%	1.2%	1.6%

\*The amounts are shown bonds and borrowings.

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

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2021 H1	FY2022 H1
Net cash provided by operating activities		110.2	81.9	116.7	126.9	82.4	40.7	-3.7
Net cash used in investing activities		-81.0	-45.9	-164.5	-63.5	-59.3	-29.8	-81.7
Net cash provided by (used in) financing activities		6.4	42.4	75.7	-4.0	-131.6	-73.3	44.0
Free Cash Flow		29.2	36.0	-47.8	63.4	23.1	10.8	-85.4

5. Quarterly Operating Results (Billions of Yen)

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Sales		424.8	418.6	432.7	482.3	1,758.5	459.3	514.1
	YoY	20.6%	2.2%	0.4%	-1.4%	4.5%	8.1%	22.8%
Gross profit		152.3	152.5	156.9	160.8	622.6	168.0	178.2
	YoY	24.8%	8.7%	2.3%	2.7%	8.8%	10.3%	16.8%
	Percentage of sales	35.9%	36.4%	36.3%	33.3%	35.4%	36.6%	34.7%
Selling, general and administrative expenses		146.6	145.1	144.2	146.4	582.6	158.3	164.4
	YoY	2.3%	-3.0%	-5.3%	-15.0%	-5.7%	8.0%	13.3%
	Percentage of sales	34.5%	34.7%	33.3%	30.4%	33.1%	34.5%	32.0%
Operating profit		5.6	7.4	12.6	14.3	40.0	9.6	13.8
	YoY	-	-	-	-	-	69.9%	85.9%
	Percentage of sales	1.3%	1.8%	2.9%	3.0%	2.3%	2.1%	2.7%
Profit before income tax expenses		7.6	8.2	14.7	13.6	44.3	11.2	13.4
	YoY	-	-	278.2%	-	-	45.8%	61.6%
	Percentage of sales	1.8%	2.0%	3.4%	2.8%	2.5%	2.4%	2.6%
Profit attributable to owners of the parent		4.7	6.3	12.0	7.1	30.3	7.5	7.3
	YoY	-	-	-	-	-	58.6%	15.0%
	Percentage of sales	1.1%	1.5%	2.8%	1.5%	1.7%	1.7%	1.4%
Earnings per share attributable to owners of the parent-basic[yen]		6.77	9.34	18.43	11.28	45.35	11.98	11.89
	YoY	-	-	-	-	-	77.0%	27.3%
Exchange rate	[yen/US\$]	109.50	110.08	113.70	116.22	112.36	129.51	138.29
	[yen/EURO]	131.92	129.81	130.07	130.42	130.55	138.02	139.39

6. Sales by Area (Billions of Yen)

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Japan		171.3	164.8	165.9	203.1	705.2	163.7	187.8
	YoY	7.5%	-6.4%	-8.5%	-14.0%	-6.3%	-4.4%	13.9%
Americas		106.4	108.2	108.5	120.4	443.6	132.5	151.0
	YoY	24.1%	7.2%	10.8%	18.1%	14.8%	24.6%	39.6%
Europe, Middle East and Africa		106.3	106.0	116.6	121.2	450.1	121.0	127.2
	YoY	43.2%	11.3%	3.9%	8.6%	14.4%	13.9%	20.1%
Other		40.7	39.5	41.5	37.6	159.5	41.9	48.0
	YoY	23.4%	6.0%	5.3%	-4.0%	7.1%	2.8%	21.4%
Total		424.8	418.6	432.7	482.3	1,758.5	459.3	514.1
	YoY	20.6%	2.2%	0.4%	-1.4%	4.5%	8.1%	22.8%

7. Sales by Category (Billions of Yen)

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Digital Services	Sales	346.3	342.0	348.5	391.1	1,428.1	368.5	399.6
	YoY	22.1%	1.9%	-0.8%	-3.6%	3.7%	6.4%	16.8%
	Operating profit	1.3	3.5	3.9	7.4	16.2	2.9	6.9
	Percentage of sales	0.4%	1.0%	1.1%	1.9%	1.1%	0.8%	1.7%
Digital Products	Sales	89.4	89.2	94.3	91.9	364.9	99.4	112.9
	YoY	12.6%	9.1%	0.3%	-9.7%	2.2%	11.1%	26.6%
	Operating profit	9.0	8.0	15.9	8.6	41.7	12.2	9.7
	Percentage of sales	10.1%	9.1%	16.9%	9.4%	11.4%	12.3%	8.7%
Graphic Communications	Sales	42.5	44.4	48.5	51.5	187.0	51.8	56.9
	YoY	32.3%	8.4%	15.6%	15.2%	17.0%	22.0%	28.1%
	Operating profit	1.0	-0.7	1.5	-2.3	-0.4	2.4	1.4
	Percentage of sales	2.5%	-1.6%	3.2%	-4.6%	-0.2%	4.7%	2.5%
Industrial Solutions	Sales	28.6	25.5	29.2	35.7	119.2	32.0	34.2
	YoY	12.0%	-3.5%	-2.2%	7.5%	3.5%	11.9%	34.2%
	Operating profit	-0.9	0.2	-0.2	2.3	1.3	-0.7	0.3
	Percentage of sales	-3.4%	0.8%	-0.8%	6.5%	1.1%	-2.3%	1.1%
Other	Sales	8.4	8.2	8.2	10.6	35.5	8.4	25.3
	YoY	-32.0%	-11.9%	-6.0%	11.1%	-11.3%	-0.5%	206.8%
	Operating profit	-3.2	-4.1	-3.7	-4.4	-15.5	-3	-0.9
	Percentage of sales	-38.6%	-50.3%	-45.1%	-41.4%	-43.7%	-35.9%	-3.9%
Corporate and eliminations	Sales (Internal sales)	-90.7	-90.8	-96.2	-98.5	-376.4	-101.0	-115.0
	Operating profit	-1.4	0.4	-4.8	2.6	-3.2	-4.2	-3.7
Total	Sales	424.8	418.6	432.7	482.3	1,758.5	459.3	514.1
	YoY	20.6%	2.2%	0.4%	-1.4%	4.5%	8.1%	22.8%
	Operating profit	5.6	7.4	12.6	14.3	40	9.6	13.8
	Percentage of sales	1.3%	1.8%	2.9%	3.0%	2.3%	2.1%	2.7%

\*Ricoh adopted a business unit structure from April 1, 2021.  
Intersegment sales are primarily for Digital Services.

8. Consolidated number of employees

	FY2018	FY2019	FY2020	FY2021	FY2022	
					Q1	Q2
Japan	31,905	31,648	30,369	29,454	29,618	33,126
Americas	25,953	24,299	19,389	18,648	18,716	18,707
Europe, Middle East and Africa	16,150	16,410	16,136	15,729	15,739	15,820
China	9,518	8,542	6,823	6,541	6,121	6,152
Asia Pacific	9,137	9,242	8,467	7,988	7,849	7,847
Total	92,663	90,141	81,184	78,360	78,043	81,652

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

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
IT infrastructure		53.2	50.9	53.0	70.0	227.2	49.8	56.5
	YoY	19.2%	-3.8%	-13.7%	-23.4%	-9.3%	-6.3%	11.0%
IT services		28.0	30.1	28.5	34.8	121.5	31.5	35.1
	YoY	24.4%	12.2%	-0.7%	-1.1%	7.2%	12.6%	16.3%
Applications		23.4	27.4	25.9	32.9	109.8	25.9	30.2
	YoY	25.7%	19.8%	15.7%	24.5%	21.4%	10.5%	10.3%
Business Process Services		23.5	24.1	25.3	26.7	99.7	28.3	30.3
	YoY	6.1%	5.9%	10.0%	11.4%	8.4%	20.6%	25.9%
Office services business		133.6	138.8	140.0	171.5	584.0	141.8	163.0
	YoY	21.1%	7.2%	-1.5%	-6.4%	3.3%	6.2%	17.4%

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

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Japan		67.2	71.2	64.4	95.0	298.0	62.1	73.9
	YoY	18.1%	-0.1%	-9.7%	-19.0%	-6.0%	-7.6%	3.7%
Americas		24.9	25.9	27.0	29.2	107.2	30.8	34.8
	YoY	5.2%	2.5%	8.8%	18.5%	8.7%	23.9%	34.3%
Europe, Middle East and Africa		36.6	36.8	43.6	43.0	160.1	44.0	48.9
	YoY	42.5%	28.1%	4.6%	16.2%	20.2%	20.4%	32.9%
Other		4.8	4.7	4.9	4.1	18.6	4.7	5.2
	YoY	20.4%	15.2%	16.1%	-1.2%	12.5%	-1.4%	10.0%
Office services business		133.6	138.8	140.0	171.5	584.0	141.8	163.0
	YoY	21.1%	7.2%	-1.5%	-6.4%	3.3%	6.2%	17.4%

11. Office Services Scrum package (Japan)

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Sales(Billions of Yen)		11.1	13.1	11.0	13.0	48.4	9.4	12.3
	YoY	83.5%	7.9%	-4.3%	-15.5%	7.0%	-15.3%	-6.1%
Sales Units		18,641	19,465	17,555	20,780	76,441	17,344	20,428
	YoY	100.4%	4.3%	0.9%	-9.0%	12.1%	-7.0%	4.9%
Cumulative units		159,430	178,895	196,450	217,230	217,230	234,574	255,002

12. Office Printing Sales ratio

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Japan	MFP	64%	60%	62%	63%	62%	64%	60%
	Printer	24%	26%	25%	26%	25%	25%	27%
	Other	12%	14%	13%	11%	13%	11%	13%
Overseas	MFP	85%	86%	85%	85%	85%	86%	86%
	Printer	9%	10%	10%	10%	10%	9%	9%
	Other	5%	5%	5%	5%	5%	4%	4%
Total	MFP	77%	77%	76%	77%	77%	79%	78%
	Printer	15%	15%	15%	16%	15%	15%	15%
	Other	8%	8%	8%	7%	8%	7%	7%

13. MFP & Printer & Commercial Printing (CP) Non-hardware ratio

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
MFP	Japan	70%	78%	74%	70%	73%	70%	73%
	Overseas	52%	53%	56%	53%	54%	54%	53%
	Total	58%	60%	62%	58%	60%	58%	58%
Printer	Japan	90%	89%	91%	89%	90%	91%	91%
	Overseas	70%	69%	71%	68%	69%	71%	73%
	Total	82%	81%	83%	80%	82%	83%	83%
CP	Japan	62%	64%	62%	58%	61%	60%	65%
	Overseas	67%	65%	66%	60%	64%	66%	62%
	Total	66%	64%	66%	60%	64%	65%	62%

14. MFP & Printer & CP Hardware YoY by value

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Office Printing (MFP&Printer)	Japan	16.2%	-33.2%	-11.7%	-22.6%	-14.6%	-3.6%	24.9%
	Overseas	38.7%	-1.2%	-6.6%	0.7%	5.8%	8.0%	20.3%
	(forex excluded)	29.9%	-5.4%	-13.0%	-4.8%	-0.3%	-3.5%	2.3%
	Total	32.8%	-8.7%	-7.8%	-5.5%	0.7%	5.3%	21.1%
	(forex excluded)	26.3%	-11.9%	-12.7%	-9.6%	-3.8%	-3.6%	6.2%
MFP	Japan	14.6%	-37.3%	-12.4%	-22.3%	-15.8%	-2.6%	30.4%
	Overseas	36.9%	-3.0%	-8.3%	-1.2%	4.0%	8.2%	21.9%
	(forex excluded)	28.3%	-7.1%	-14.5%	-6.7%	-1.9%	-3.4%	3.5%
	Total	31.3%	-10.6%	-9.2%	-6.5%	-0.6%	5.8%	23.2%
	(forex excluded)	24.8%	-13.8%	-14.1%	-10.6%	-5.2%	-3.2%	7.7%
Printer	Japan	31.2%	-2.2%	-6.5%	-24.8%	-5.7%	-12.0%	-2.5%
	Overseas	70.8%	31.4%	21.0%	32.6%	36.4%	4.4%	-1.2%
	(forex excluded)	59.6%	25.7%	13.1%	25.6%	28.7%	-5.6%	-14.2%
	Total	55.1%	17.8%	10.5%	5.4%	18.7%	-1.1%	-1.6%
	(forex excluded)	48.3%	14.4%	5.6%	1.7%	14.3%	-7.7%	-10.3%
CP	Japan	2.6%	-12.6%	1.9%	-4.8%	-3.4%	8.8%	2.4%
	Overseas	29.8%	1.7%	14.8%	28.2%	17.7%	29.5%	45.4%
	(forex excluded)	22.3%	-2.6%	6.9%	20.4%	10.9%	14.8%	23.3%
	Total	24.4%	-0.4%	12.8%	22.5%	14.2%	26.1%	39.9%
	(forex excluded)	18.4%	-4.1%	6.1%	16.1%	8.6%	13.8%	20.6%

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

		FY2021				Total	FY2022	
		Q1	Q2	Q3	Q4		Q1	Q2
Office Printing (MFP&Printer)	Japan	6.9%	-2.5%	-2.7%	-2.2%	-0.2%	-1.2%	3.9%
	Overseas	37.0%	9.2%	8.7%	8.7%	14.6%	13.9%	19.2%
	(forex excluded)	28.0%	4.6%	1.8%	2.8%	8.2%	2.3%	2.2%
	Total	22.0%	3.9%	3.5%	3.9%	7.8%	7.3%	12.7%
	(forex excluded)	17.5%	1.4%	-0.3%	0.6%	4.3%	0.8%	2.9%
MFP	Japan	6.3%	-2.9%	-2.7%	-1.7%	-0.3%	-2.8%	-0.2%
	Overseas	37.0%	10.0%	8.4%	8.6%	14.7%	14.2%	19.1%
	(forex excluded)	27.9%	5.4%	1.5%	2.7%	8.2%	2.6%	2.1%
	Total	23.6%	4.9%	4.0%	4.8%	8.8%	7.8%	12.1%
	(forex excluded)	18.5%	2.1%	-0.1%	1.1%	4.8%	0.6%	1.2%
Printer	Japan	8.4%	-1.7%	-2.8%	-3.1%	-0.1%	2.3%	12.1%
	Overseas	37.1%	4.1%	10.9%	9.1%	13.9%	11.6%	19.9%
	(forex excluded)	28.5%	0.0%	4.1%	3.3%	7.7%	0.4%	3.3%
	Total	16.6%	0.2%	1.4%	0.8%	4.3%	5.4%	14.8%
	(forex excluded)	14.1%	-1.2%	-0.7%	-1.0%	2.4%	1.6%	9.1%
CP	Japan	12.9%	3.8%	3.0%	2.3%	5.4%	-0.2%	7.0%
	Overseas	39.9%	21.2%	21.9%	20.8%	25.1%	25.5%	27.9%
	(forex excluded)	32.2%	16.1%	13.7%	13.1%	17.9%	11.1%	7.8%
	Total	35.4%	18.7%	19.3%	18.1%	22.3%	21.9%	25.3%
	(forex excluded)	29.0%	14.4%	12.2%	11.6%	16.1%	9.5%	7.7%