

# Consolidated Results for Six Months Ended September 30, 2024

November 8, 2024
Ricoh Company, Ltd.

# **Forward-Looking Statements**



The plans, prospects, strategies and other statements, except for historical events mentioned in these materials are forward-looking statements with respect to future events and business results. Those statements were based on the judgment of Ricoh's Directors from available information. Results may differ materially from those projected or implied in such forward-looking statements and from historical trends. Refrain from judgments based only on these statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and cause those results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trends
- b. Exchange rates and fluctuations
- c. Rapid technological innovations
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in intensely competitive markets

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Note: These materials define fiscal years as:

FY2024 (or fiscal 2024) = Fiscal year ended March 31, 2025, etc.



# **Overview of FY2024 First-Half Results**

# **Key Points about Performance during Term**



### Results

- Revenues rose but earnings declined
   Performed basically in line with forecasts after factoring out impacts of additional Corporate Value Improvement Project expenses
- RICOH Digital Services revenues up and earnings down
   Although Office Printing hardware production and sales levels normalized, non-hardware performance remained weak
   Office Services recurring revenues rose steadily
- RICOH Digital Products production and shipment volumes increased ETRIA launch on July 1 contributed to earnings gains
- RICOH Graphic Communications continued to do well, with revenues and earnings rising

### **Forecasts**

Primarily reviewing expenses and impacts of Corporate Value Improvement Project, revising operating profit to ¥52 billion

# Shareholder Returns

- No change to plan to pay interim dividend of ¥19 per share (¥38 for the year)
- Repurchased ¥30 billion in shares and retired them on September 30

# Key Indicators

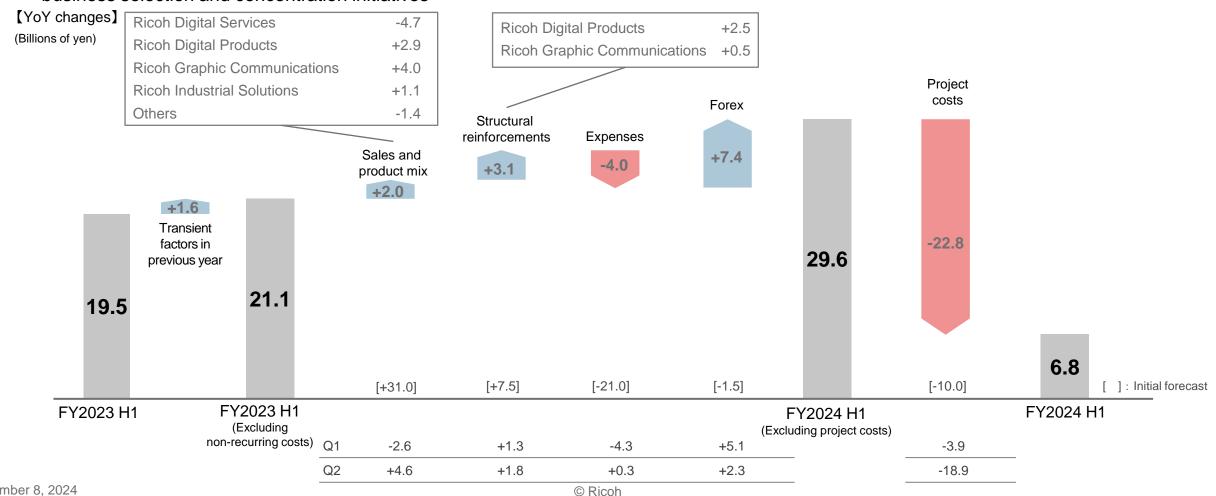


		FY2023 H1	FY2024 H1	Chan	ge
Sales		1,112.5	1,202.5	+89.9	+8.1%
Gross profit		386.2 (34.7%)	423.2 (35.2%)	+37.0	+9.6%
Selling, general and administrative expens	es	366.7 (33.0%)	416.4 (34.6%)	+49.7	+13.6%
Operating profit		19.5	6.8	-12.7	-65.2%
Operating margin		1.8%	0.6%	-1.2pt	-
Profit attributable to over of the parent	wners	15.6	9.2	-6.3	-40.6%
EPS (Yen)		25.63	15.61	-10.02	
Average exchange rates	Yen/US\$	140.92	152.72	+11.80	
Average exchange rates	Yen/euro	153.36	166.01	+12.65	
Capital expenditures		21.9	22.1	+0.2	
Depreciation		21.4	23.0	+1.6	
R&D expenditures		54.9	48.9	-5.9	

# **Operating Profit Comparisons**



- The sales mix fell short of expectations owing to such factors as weak non-hardware demand, which offset improved Office Printing hardware production and sales
- Lower variable costs and project efficiencies absorbed expenses, including those increasing from inflation
- We posted additional costs for the Corporate Value Improvement Project, stemming largely from the Second Career Support Program, a voluntary retirement initiative in Japan announced on September 12, a review of overseas sales and services structures, and strategic business selection and concentration initiatives



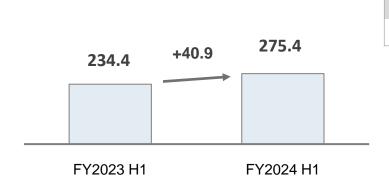
# **RICOH Digital Products**



# Earnings recovered on a turnaround from production adjustments and improved product mix

### Sales

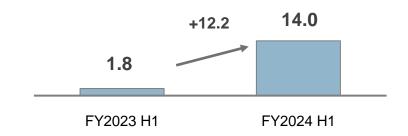
(Billions of yen)





# **Operating profit**

(Billions of yen)



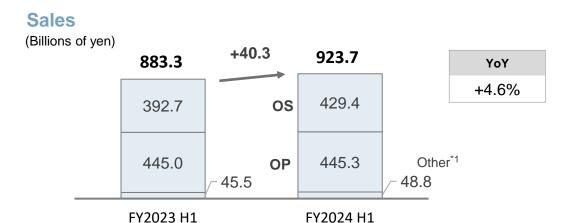
### Overview

- MFP manufacturing volumes recovered, with earnings rising on an improved product mix
- We completed efforts to handle prolonged ocean transportation lead times
- Structural reinforcement measures were in line with expectations
- Starting business with Toshiba Tec through the July 1 launch of ETRIA contributed to earnings as anticipated
- Currently deploying measures to swiftly generate synergies through ETRIA
  - ✓ Developing a common engine
  - ✓ Deploying Ricoh- and Toshiba Tec-developed offerings through each other's brand channels
  - ✓ Building an optimal production site structure that factors in environmental compliance and business continuity planning

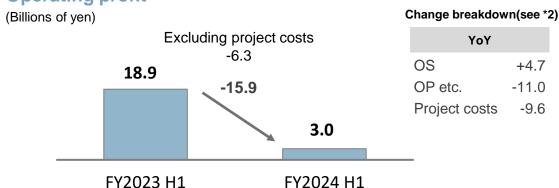
# **RICOH Digital Services**



Earnings declined despite higher Office Services recurring revenues, reflecting sluggish office printing non-hardware sales and additional Corporate Value Improvement Project costs



# **Operating profit**



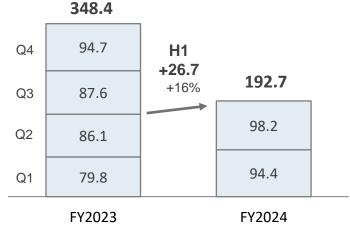
<sup>\*1</sup> Environmental business, Industrial Services, etc.

### **Overview**

Office Services

Growth centered on IT services and application services Recurring revenues rose 16%, contributing to higher earnings Japan driving gains

Recurring sales (Billions of yen)



Office Printing (Sales)

Hardware: Although hardware sales normalized, European

demand remained lackluster

Non-hardware: Although domestic demand was unchanged,

demand was below expectations in some European

markets and the United States

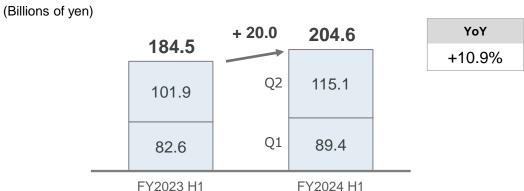
<sup>\*2</sup> Estimated value based on internally managed earnings

# RICOH Digital Services Office Services Overview: Japan

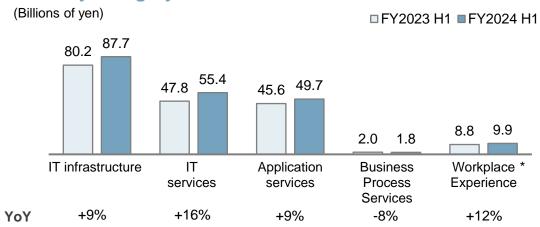


# IT and application services sales were up YoY, contributing to recurring revenue expansion





# Sales by Category



- Recurring revenues expanded steadily
  - Prioritized key offerings that are recurring revenue drivers and increased sales
- IT services performed well
  - ✓ Captured IT services demand, centered on PC replacement deals
  - ✓ Scrum asset business continued to perform well on robust security- and teleworking-related needs
- Application Services did well
  - ✓ Scrum packages again popular for supporting work practice reforms, such as for attendance management and telework, including to ensure compliance with recent legislative changes in the construction and eldercare sectors
  - Application Services also took advantage of PC replacement deals to bolster value-added proposals

# **Highlights**

© Ricoh

- Developed large language model with 70 billion parameters to support Japanese, English, and Chinese.
- Ministry of Economy, Trade, and Industry selected this model for GENIAC" project, which aims to bolster Japan's domestic generative AI development capabilities

# RICOH Digital Services Office Services Overview: Europe

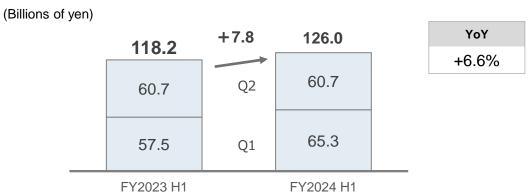


9

# IT and application services again grew steadily despite signs of an economic slowdown

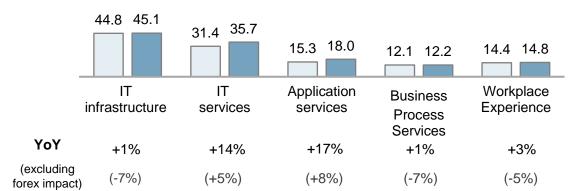
■FY2023 H1 ■FY2024 H1

### Sales



# **Sales by Category**

(Billions of yen)



- IT services performed solidly
  - Unfavorable economic conditions delayed information and communication technology hardware upgrades
  - ✓ IT services grew on strengths of such acquired companies as PFH and IPM \*
- Application Services did well
  - DocuWare again delivered double-digit sales growth, centered on cloud services, and benefited from product upgrades matching customer needs

# **Highlights**

- ✓ Harnessed natif.ai's artificial intelligence technology worldwide to maximize synergies, including for:
  - Multilingual support
  - Using optical character recognition for existing services (replacing products from other companies)

<sup>\*</sup>See slide 25 showing categorizations of acquired companies

# RICOH Digital Services Office Services Overview: Americas

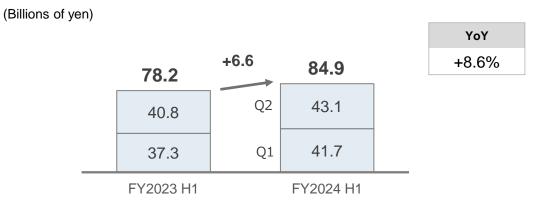
□FY2023 H1

■FY2024 H1



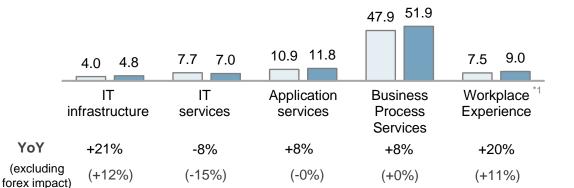
# Business Process Services again performed well, and profitability and structures continuing to improve

### Sales



# **Sales by Category**

(Billions of yen)



- Business Process Services performed solidly
  - Enhanced on-site business profitability by enhancing operational efficiency and controlling pricing
- Workplace Experience<sup>\*1</sup>
  - Expanded synergies with Cenero\*1 by pushing forward with proposals to existing customers in the Americas and building our customer pipeline
- Continued to strengthen our Office Services structure
  - ✓ Upskilled and replaced personnel

<sup>\*1</sup> Workplace Experience: Previously named Communication Services

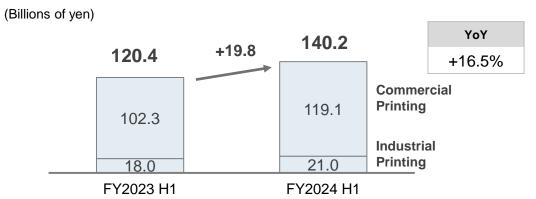
<sup>\*2</sup> See slide 25 showing categorizations of acquired companies

# **RICOH Graphic Communications**



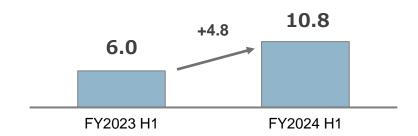
# Increased revenues and earnings, with Commercial Printing and Industrial Printing businesses again performing solidly

### Sales



# **Operating profit**

(Billions of yen)



### Overview

# **Commercial Printing**

- Hardware:
  - ✓ Increased sales, primarily in Europe and United States, on greater sales of new products
  - ✓ Began deliveries for orders received at drupa 2024, with full-scale installations to start in H2
- Non-hardware:
  - ✓ Lifted sales in all regions

Sales	FY2023				FY2024	
YoY	Q1	Q2	Q3	Q4	Q1	Q2
Hardware	+11%	+17%	+4%	+7%	+32%	+18%
(Excluding forex impact)	+5%	+10%	-1%	-3%	+18%	+13%
Non-hardware	+10%	+7%	+10%	+16%	+16%	+6%
(Excluding forex impact)	+4%	+1%	+4%	+5%	+4%	+2%

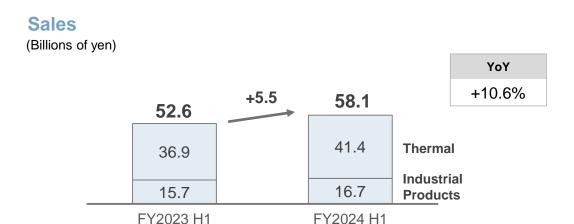
# **Industrial Printing**

- Inkjet heads:
  - ✓ Performed well, with sign graphics applications leading the way

# **RICOH Industrial Solutions**

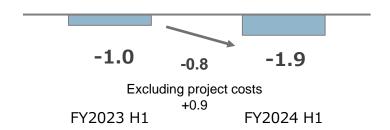


### Earnings declined owing to one-off project costs associated with an optical business transfer



# **Operating profit**

(Billions of yen)



### **Overview**

### Thermal

- ✓ Revenues and earnings increased
- ✓ Sales were up, primarily in Japan and the Americas, on such factors as improved market conditions
- Continued to struggle in Europe amid intense price competition
- Expanded services for key end customers and deployed new business models, such as for label-less thermal printing, developed sales channel, and undertook sales expansion measures

### **Industrial Products**

✓ Divested optical business on September 30, posting one-time environmental compliance (project) charges

# **Statement of Financial Position**



13

- ✓ Total assets up from end-FY2023 owing to ETRIA establishment
- ✓ Inventories rose on launch of ETRIA, securing parts through business continuity planning, and higher offshore inventories

Assets (Billions of yen)	As of September 30, 2024	Change from Mar 31, 2024	
Current Assets	1,189.5	-13.7	
Cash & time deposits	206.5	+29.2	
Trade and other receivables	487.3	-50.6	
Other financial assets	103.7	-3.1	
Inventories	314.7	+14.1	ETRIA, Increase in offshore
Other current assets	77.0	-3.3	
Non-current assets	1,116.9	+34.1	
Property, plant and equipment	200.6	-2.9	
Right-of-use assets	67.8	+5.1	
Goodwill and intangible assets	421.1	+8.7	Strategic investments (European acquisitions, ETRIA)
Other financial assets	173.2	+3.6	ETRIA)
Other non-current assets	254.1	+19.6	
Total Assets	2,306.5	+20.3	
Exchange rate as of Sep 30, 2024:	US\$ 1 =	¥ 142.73 (-8.68)	

EURO 1 =  $\pm$  159.43 (-3.81)

(change from Mar 31, 2024, rate)

Liabilities and Equity (Billions of yen)	As of September 30, 2024	Change from Mar 31, 2024	
Current Liabilities	866.0	-13.2	
Bonds and borrowings	147.3	-5.2	
Trade and other payables	298.7	-6.5	
Lease liabilities	23.7	+1.1	
Other current liabilities	396.2	-2.6	
Non-current Liabilities	407.6	+65.8	
Bonds and borrowings	256.0	+59.1	
Lease liabilities	50.8	+2.8	
Accrued pension & retirement benefits	39.8	+2.6	
Other non-current liabilities	60.8	+1.2	
Total Liabilities	1,273.7	+52.6	
Total equity attributable to owners of the parent	989.5	-49.1	Dividends and shar repurchases
Noncontrolling Interest	43.2	+16.8	ETRIA impact
Total Equity	1,032.7	-32.3	
Total Liabilities and Equity	2,306.5	+20.3	
Total Debt*	403.4	+53.8	

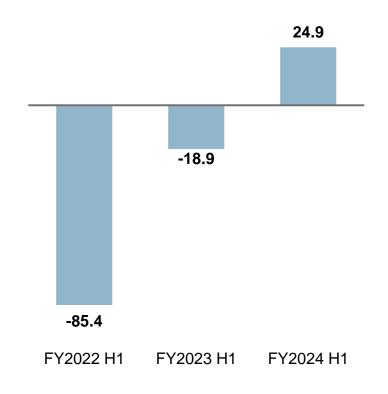
# **Statement of Cash Flows**



# Free cash flow increased on such factors as higher working capital

(Billions of yen)	FY2023 H1	FY2024 H1	
Profit	15.3	9.3	
Depreciation and amortization	53.0	57.3	
Other operating activities	-36.9	-14.5	accounts receivab collection
Net cash provided by (used in) operating activities	31.4	52.2	
Plant and equipment	-21.6	-22.0	
Purchase of business, net of cash acquired	-13.1	3.8	
Other investing activities	-15.6	-9.1	
Net cash provided by (used in) investing activities	-50.3	-27.2	
Net increase of debt and bonds	-22.3	57.0	
Dividends paid	-10.3	-10.8	
Payments for purchase of treasury stock	-0.0	-22.4	
Other financing activities	-16.6	-17.0	
Net cash provided by (used in) financing activities	-49.3	6.7	
Effect of exchange rate changes on cash and cash equivalents	10.3	-3.5	
Net increase (decrease) in cash and cash equivalents	-57.9	28.0	
Cash and cash equivalents at end of period	152.9	197.7	
Free cash flow*	-18.9	24.9	

(Billions of yen)



**Free Cash Flow** 

<sup>\*</sup>Free cash flow: net cash used in operating activities plus net cash used in investing activities



# **Fiscal 2024 Outlook**

# **Key Points about Full-Year Forecasts for FY2024**



# **Key changes**

- Revised sales target to ¥2,550 billion and operating profit projection to ¥52 billion
- Changes reflecting additional measures under Corporate Value Improvement Project
  - ✓ Launched Second Career Support Program in Japan (no changes in charges or details since September 12 announcement)
  - ✓ Reviews to overseas sales and services structure reforms (expenses and benefits)
  - ✓ Business selection and concentration
- In Office Printing, will step up machine in field management and maintain pricing controls, including through high-value-added proposals, to overcome weaker non-hardware sales
- In Office Services, pushing forward with pipeline sales and order conversions, capitalizing on IT and Application Services demand in line with rising PC replacement needs

# Shareholder Returns

Have retained plans to pay an interim dividend of ¥19 per share (¥38 yen for the year)

# **Key Indicator Outlooks for FY2024**



17

(Billions of yen)

	FY2024 Initial Forecast	FY2024 Forecast	Change
Sales	2,500.0	2,550.0	+2.0%
Gross profit	900.0	915.0	+1.7%
Selling, general and administrative expenses	830.0	863.0	+4.0%
Operating profit	70.0	52.0	-25.7%
Operating margin	2.8 %	2.0%	-0.8pt
Profit attributable to owners of the parent	48.0	38.0	-20.8%
EPS (Yen)	81.42	64.78	-16.64
ROE	4.6%	<b>3.7</b> %	-0.9pt
ROIC	3.7%	2.8%	-0.9pt
Average exchange rates  Yen/US\$ Yen/euro	145.00 155.00	148.86 160.51	+3.86 +5.51
Capital expenditures	50.0	50.0	-
Depreciation	46.0	46.0	-
R&D expenditures	95.0	95.0	-

FY2023 Results	YoY
2,348.9	+8.6%
820.0	+11.6%
758.0	+13.8%
62.0	-16.2%
2.6 %	-0.6pt
44.1	-14.0%
72.58	-7.80
4.5 %	-0.8pt
3.3 %	-0.5pt
144.53 156.74	+4.33 +3.77
53.2	-3.2
44.0	+1.9
109.8	-14.8

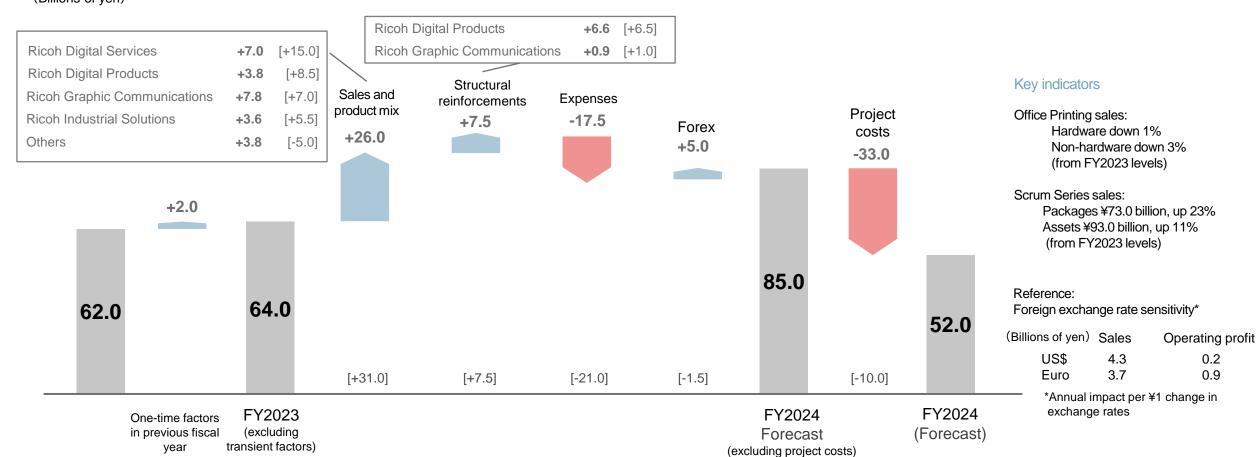
# **FY2024 Outlook Operating Profit Comparisons**



- ✓ Adjust sales mix to address the H1 environment, including weaker Office Printing non-hardware sales.
- ✓ Constrain costs through project progress, such as cutting R&D expenses and overseas sales and services structure reforms
- ✓ Revise project costs to reflect additional initiatives under the Corporate Value Improvement Project

# YoY changes

(Billions of yen)



# **Segment Sales and Operating Profit**



(Billions of yen)		FY2023 Results
Ricoh Digital Services	Sales	1,852.8
	Operating profit	40.8
Ricoh Digital Products	Sales	484.4
	Operating profit	17.3
Ricoh Graphic	Sales	262.1
Communications	Operating profit	15.4
Ricoh Industrial	Sales	113.5
Solutions	Operating profit	-0.3
Other (Camera, New business)	Sales	45.6
(Carriera, New Dusiness)	Operating profit	-10.5
Eliminations and	Sales	-409.6
corporate	Operating profit	-0.8
Total	Sales	2,348.9
	Operating profit	62.0

FY2024 Initial Forecast	FY2024 Forecast	change
1,947.0	1,940.0	-7.0
44.0	38.0	-6.0
558.0	588.0	+30.0
29.0	29.0	0
284.0	294.0	+10.0
17.0	22.0	+5.0
123.0	124.0	+1.0
6.5	1.5	-5.0
36.0	40.5	+4.5
-8.5	-7.5	+1.0
-448.0	-436.5	+11.5
-18.0	-31.0	-13.0
2,500.0	2,550.0	+50.0
70.0	52.0	-18.0

# **Shareholder Returns**



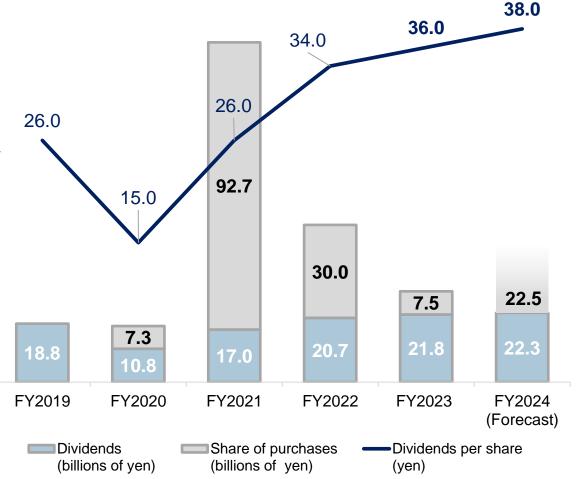
- Maintain 50% total return target
- Lift earnings per share by boosting dividends and repurchasing shares

# Dividends per share

- ✓ Boost to ¥36 per share for FY2023 (¥18 interim and ¥18 year-end)
- ✓ Boost to ¥38 per share in FY2024 (¥19 interim and ¥19 year-end)

# **Treasury Stock**

- ✓ On February 6, 2024, established a treasury stock repurchase facility of ¥30 billion, completing repurchases on August 30 and retiring shares on September 30
- Keep reviewing cash flow allocations and flexibly execute capital policies in line with operating climate and based on business environment and progress with strategic investments
  - ✓ Gradually increase foreign currency translation account to reach targeted optimal capital structure of around ¥1 trillion (¥900 billion after excluding foreign currency translation adjustments)
  - ✓ Growth investment policy unchanged





# **Appendix**

# **Key Performance Indicators for Priority Measures**



ROIC

Operating profit	Priority measures		Key Performance Indicators	Y2024 targets	H1 results
	RICOH Digital	Expand digital services in	Office services recurring revenue growth rate*1	+10%	+10%
	Services	office domain	Japan Scrum series sales Packages Assets	¥73.0 billion ¥94.0 billion	¥36.6 billion ¥45.1 billion
			Growth rates of acquired European and U.S. Office Services companies*1	+10%	+2%
	RICOH Digital Products	Deliver operational excellence	Variable cost reductions	¥6.5 billion	¥2.5 billion
	RICOH Graphic	Expand sales of strategic products to drive offset to	Commercial Printing unit sales growth rate		
	Communications	digital transition	High-end color cutsheet printer	s +25%	+36%
/			High-speed inkjet printer	s +90%	_*2
	RICOH Industrial Solutions	Thermal business: Accelerate digital service business	Services for key end customers, etc. New business model growth rate*1	+50%	_*2
	Headquarters	Develop digital professionals	Number of employees with Ricoh Digital Skills Level 2 or above (Japan)	3,200	3,862
	Defines measures that we can	Employ diverse talent	Employee Engagement score	3.86	_*2
	execute and achieve profitably	Reinforce intellectual property capabilities for digital services	Digital services patent application ratio	50%	55%
Invested capital	ссс	Deploy measures for each business unit; strengthen inventory and production and sales and credit management through headquarters supply chain management			

November 8, 2024

\*1 YoY sales growth excluding forex impact

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\*2 Will disclose figures at full-year results briefing

# **Segment Overview**



<b>Business Segments</b>	Key Businesses and Functions	Core Products and Services
		IT services: IT infrastructure (including hardware) and IT services
	Office Services	Process Automation: Application services and Business process services
		Workplace Experience: Communication services (including hardware)
Ricoh Digital Services	Office Printing	Hardware: MFPs, printers
Moon Digital Col Vices	(Sales)	Non-hardware: Consumables, services, and support
	Othor	Businesses running independently in regions
	Other	(Including environmental energy and Ricoh Service Advantage)
	Office Printing	Hardware: MFPs, printers, and communication devices  • In-house sales to Ricoh Digital Services and original equipment
<b>Ricoh Digital Products</b>	(Development and	Non-hardware: Consumables  manufacturing MFPs, printers and consumables
	manufacturing)	Other: Scanners and electrical units  have been produced by ETRIA since FY2024 Q2.
	Commercial Printing	Hardware: Production printers
Ricoh Graphic	Commercial Printing	Non-hardware: Consumables, services, and support
Communication	Industrial Drinting	Hardware: Inkjet heads and industrial printers
	Industrial Printing	Non-hardware: Consumables, services, and support
Ricoh Industrial	Thermal	Thermal paper, thermal transfer ribbons, and label-less thermal
Solutions		
	Industrial Products	Industrial optical components, precision instrument components, and industrial equipment

# **Becoming a Digital Services Company**



# **Digital Services** Sales Ratio

Frontlines digitalization Office digital services

Commercialized labelless

thermal technology

Acquired IT

services firm Acquired systems

integrator

Acquired software

**FY2023** 48%

FY2024 Forecast FY2024 H1 48%

### FY2025 sales

60%+

Largely through Office Services

50%

and overall growth

- Materialized business selection and concentration
- Evolved collaboration with other companies (including through joint venture with Toshiba Tec)
- Reviewed production structure
- Pursued operational excellence
- Reevaluated assets
- Optimized development and headquarters expenses

In Office Printing, after services decline and external factors

- Reinforced and reformed business structure, and overhauled enterprise resource planning
- · Deployed production measures
- Procured parts flexibly

Deployed strategic Commercial

- Expanded collaborations with other companies and original equipment manufacturing
- Controlled pricing
- Bolstered investments in people

**Optimized resources** allocation through **Corporate Value Improvement Project** 

Established ETRIA Co.,

Ltd., with Toshiba TEC

Provide digital transformation support for print sites

Engage in initiatives to implement inkjet technology

Undertake digital projects for thermal technology

Leverage robust direct sales and services reach with

Office digital services

digitalization

**Frontlines** 

- customers Head office leading core development to support regional strategies
- Generally deploy acquired IT services and audiovisual technologies
- **Expand managed services**
- **Expand in-house software assets and earnings**
- Further reinforce digital training
- Uphold discontinuous growth and strategic investments and establish corporate venture capital unit

Started deploying thermal collaboration strategy

- Launched Ricoh Business Booster Accelerated strategic model
  - expansions

Cumulative Scrum package sales reached 200,000 units Strengthened and accelerated Scrum Assets and narrowed Scrum series: Focused away from unit sales

**Expanded digital** professional development program

toward profits

Acquired PFU Acquired IT services firm

developer

Printing models

Acquired IT services firm 🐴 Acquired software 🙈 Acquired audiovisual

systems integrator

developer Acquired IT



Launched RICOH kintone plus



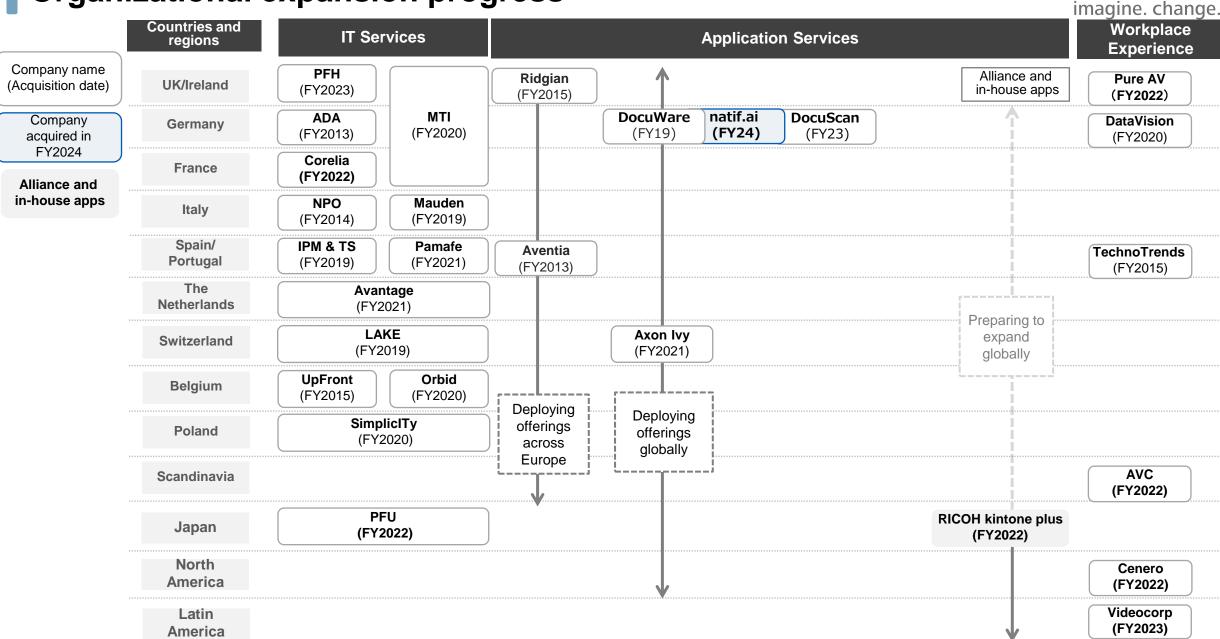
FY24

**FY22 FY21 FY23** 

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**FY25** 

# Organizational expansion progress



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RICOH

# **Data** (for RICOH Digital Services)



### **Office Services**

### **Scrum series performance**

(billions of yen)

Sales	FY2024 H1	YoY
Scrum Packages	36.6	+29%
Scrum Assets	45.1	+23%
Total	81.8	+26%

Unit	FY2024 H1	YoY
Scrum Packages	43,279	+2%

### Sales by Category

(billions of yen)

	FY2023		FY2024	
Sales	H1	H1	YoY	(Excluding forex impact)
Office services business	392.7	429.4	+9%	+5%
IT infrastructure	132.9	142.4	+7%	+4%
IT services	89.0	100.6	+13%	+9%
Application services	74.6	82.4	+10%	+7%
Business process services	63.0	67.4	+7%	-1%
Workplace experience*	33.0	36.3	+10%	+4%

<sup>\*</sup> Workplace Experience: Previously named Communication Services

### Major business activities in each segment

### IT Services

**IT Infrastructure:** Selling hardware and software for building IT environments and providing security services. Mainly purchases

**IT Services:** Installing, constructing, operating, and maintaining IT environment and security services

### **Process Automation**

**Application Services:** Installing, constructing, operating, and maintaining in-house and purchased application software

In-house software includes DocuWare, RICOH kintone plus, and document solutions products

**Business Process Services:** Commissioned business for customer output centers and new services tapping customer base

### **Workplace Experience** (renamed from Communication Services)

Installing, constructing, operating, and maintaining communication environments, including managed services and selling in-house edge devices

# **Data** (for RICOH Digital Services and RICOH Graphic Communications)



27

# **Office Printing**

### Hardware and non-hardware

Sales	FY2023				FY2024	
YoY	Q1	Q2	Q3	Q4	Q1	Q2
Hardware	+16%	+11%	+5%	-1%	-5%	+3%
(Excluding forex impact)	+10%	+5%	-1%	-10%	-14%	-1%
Non- hardware	+3%	+1%	+4%	+6%	+4%	-1%
(Excluding forex impact)	-1%	-3%	-0%	-1%	-3%	-4%

# By region

Sales	FY2023				FY2024	
YoY	Q1	Q2	Q3	Q4	Q1	Q2
Japan	-0%	-1%	+1%	+3%	+1%	+1%
Americas	+9%	+7%	+3%	+1%	-2%	-2%
(Excluding forex impact)	+3%	+3%	-1%	-10%	-14%	-6%
EMEA	+14%	+13%	+9%	+7%	+4%	-0%
(Excluding forex impact)	+5%	-0%	-2%	-6%	-7%	-4%

# **Commercial Printing**

### Hardware and non-hardware

Sales	FY2023				FY2024	
YoY	Q1	Q2	Q3	Q4	Q1	Q2
Hardware	+11%	+16%	+4%	+7%	+32%	+18%
(Excluding forex impact)	+5%	+10%	-1%	-3%	+18%	+13%
Non- hardware	+9%	+7%	+10%	+16%	+16%	+6%
(Excluding forex impact)	+4%	+1%	+4%	+5%	+4%	+2%

### By region

Sales	FY2023				FY2024	
YoY	Q1	Q2	Q3	Q4	Q1	Q2
Japan	-12%	-5%	+1%	-8%	+4%	-6%
Americas	+12%	+14%	+6%	+12%	+24%	+10%
(Excluding forex impact)	+6%	+9%	+1%	+0%	+9%	+6%
EMEA	+10%	+11%	+14%	+11%	+20%	+14%
(Excluding forex impact)	+2%	-1%	+4%	-2%	+7%	+9%

# Other

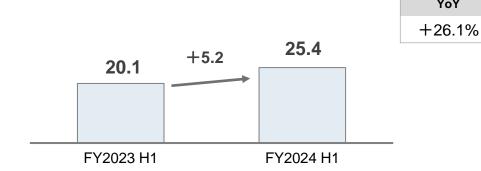


# Shrank losses on such factors as cost controls in new business areas and strong performance of cameras

YoY

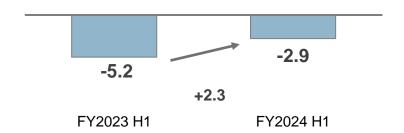
### Sales

(Billions of yen)



# **Operating profit**

(Billions of yen)



### **Overview**

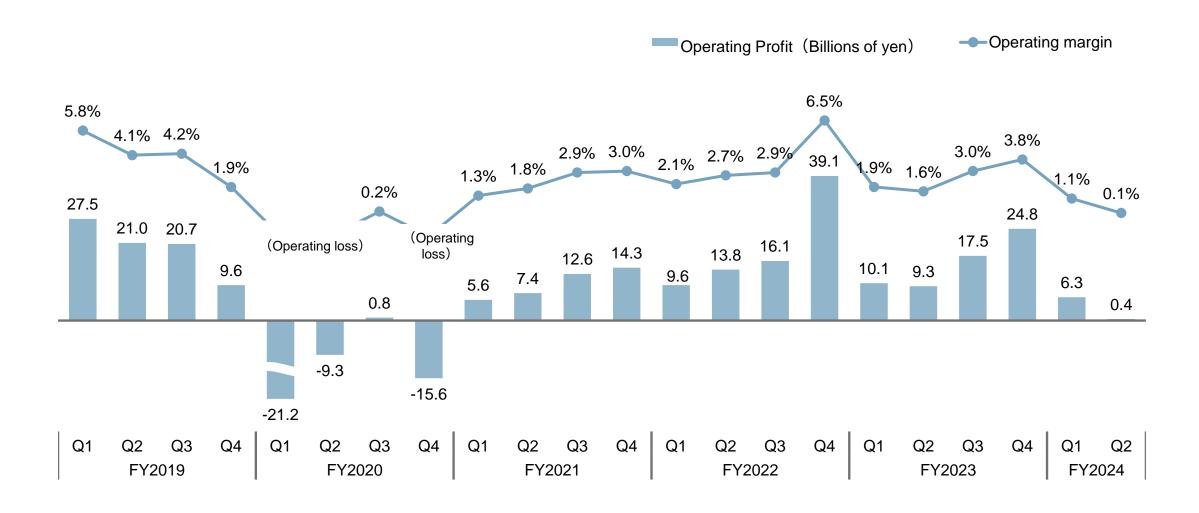
- **Smart Vision** 
  - ✓ Strengthened business-to-business operations and enhanced profitability
- Social Infrastructure
  - ✓ Deployed services that help streamline road infrastructure maintenance and management
  - ✓ Began full-fledged leasing of equipment for road surface inspection support service

- Tightened new business screening process
- Cameras
  - ✓ Continued to perform solidly

<sup>·</sup>Part of PFU business portion allocated to Other was transferred to Ricoh Digital Products and Ricoh Digital Services.

# **Quarterly Operating Profit**





# **Cash Flow Allocations**

Note: On cash outflow basis, in billions of yen

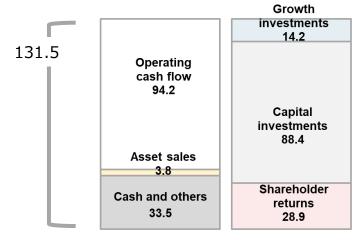


**FY2022** 

Operating cash flow Growth 34.5 investments 65.0 Asset sales 15.3 194.2 Capital **Financing** investments 116.4 80.6 Shareholder returns Cash and others 48.6 28.1

- ✓ Operating cash flow declined owing to higher inventories and other factors
- ✓ Procured funding for PFU and other growth investments
- ✓ Used cash and time deposits and asset sales to repurchase ¥30 billion in shares

**FY2023** 



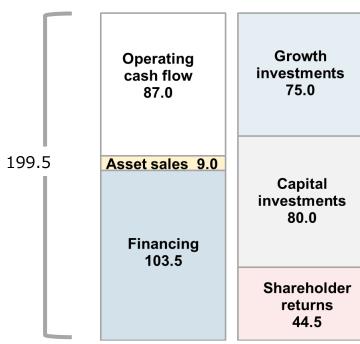
### **Forecasts**

- ✓ Improve operating cash flow by optimizing higher inventories
- ✓ Allocate cash and time deposits and financing to growth investments at previous year's levels

### Results

- ✓ Improved operating cash flows and optimized cash and time deposits by optimizing inventories
- ✓ Assessed and postponed some growth investments
- ✓ Repurchased ¥7.5 billion in shares with internal funds

FY2024(Forecast)



- ✓ Lowering operating cash flow forecasts to reflect charges for Corporate Value Improvement Project
- ✓ Carving out some businesses as part of selection and concentration efforts
- ✓ Investing for growth and repurchasing ¥22.5 billion in shares
- ✓ Continuing to optimize cash and time deposits and employ financing

### FY2025 forecasts

- ✓ Improve operating cash flows by driving growth
- ✓ Employ financing for growth investments in Office Services domain
- ✓ Continuing to optimize liquidity and capital structure

# **ESG Update**



31

# **Major ESG Awards and Recognition**

April 2024 Awarded EcoVadis Gold Sustainability Rating

June Selected as one of the "Asia Pacific Climate Ricoh named in Asia-Pacific Climate Leaders list for third consecutive year

Ricoh named in TIME World's Most Sustainable Companies of 2024

July Ricoh USA earns 2023 Great Place To Work certification

Government Pension Investment Fund selects Ricoh for inclusion in all six of its ESG indices for Japanese equities

September Ricoh's website ranks fourth overall in 2024 Gomez ESG Site Ranking

### **ESG** Action

May 2024 Signs fourth Mizuho Eco Finance loan agreement with Mizuho Bank, Ltd.

June Signs third Positive Impact Finance loan agreement with Sumitomo Mitsui Trust Bank, Limited

Endorses and registers as adopter of Taskforce on Nature-related Financial Disclosures

Implements Ricoh Global SDGs Action 2024

Aims to achieve SDGs and accelerate business growth from all employees understanding and committing to diversity, equity, and inclusion

July Ricoh Japan publishes Sustainability Report 2024 and "SDGs Communication Book 2024

September Ricoh Group ESG Databook published

October Ricoh publishes Ricoh Group Integrated Report 2024 and Ricoh Group Environmental Report 2024

Ricoh endorses Japan Climate Leaders' Partnership's 1.5-degree campaign

Ricoh joins Japan Center for Engagement and Remedy on Business and Human Rights as regular member, strengthening its

responsiveness to human rights issues through center's engagement and remedy platform

# RICOH imagine. change.