119th Ordinary General Meeting of Shareholders

Business Report

June 21, 2019

Jake Yamashita
Representative Director, President and CEO

Ricoh Company, Ltd.
### Financial Targets

#### 19th Mid-Term Management Plan Progress

<table>
<thead>
<tr>
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<th>Targets (Announced on April 12, 2017)</th>
<th>Projections (FY2019)</th>
<th>Progress through FY2018</th>
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</thead>
<tbody>
<tr>
<td>Operating profit</td>
<td>More than ¥100 billion</td>
<td>¥100 billion</td>
<td>¥86.8 billion</td>
</tr>
<tr>
<td>Structural reform savings</td>
<td>More than ¥100 billion</td>
<td>¥105 billion</td>
<td>¥88.5 billion</td>
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<tr>
<td>Free cash flow excluding finance business over three years</td>
<td>More than ¥100 billion</td>
<td>-</td>
<td>¥151.4 billion</td>
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</tbody>
</table>

(FY2016)
EMPOWERING DIGITAL WORKPLACES

WHO IT HELPS
Individuals (teams & organizations)

WHAT WE DO
Improve Workplaces
(from office to the frontlines and society)

HOW DO WE DO IT
Use innovative digital technologies & services

WHAT IS THE BENEFIT
Everyone can work smarter
RICOH Ignite Growth Strategies

Enhance operations, evolve MFPs and secure our customer base

Pursue new possibilities using printing technologies

Make workplaces inspiring by using ICT

Create value and resolve social challenges with Ricoh’s new core competencies
Connecting people. Changing their “working styles.”

It is sometimes difficult to communicate exactly what you want to say.
And you are happy when you finally make yourself understood.
Ricoh’s mission lays between these two extremes.
We are connecting people and information accurately to create new value.

Over time we delivered various office printing devices and office automation solutions
to more than 1,400,000 customers in over 200 countries and regions.
Our history is the story of realizing different kinds of communication by connecting people to their wishes.
We utilized the assets of our technologies and the relationships with customers to develop new ways of communicating, and help create a major evolution in working styles.

We aim to improve the productivity in every workplace, and by doing so, solve many social problems.
It is hard to make wishes come true, but everybody is happy when they do.
Ricoh’s mission lies between wishing and solutions.
Share accurate information easily
“Invitation to the Cloud”

Lady EDWardから
クラウドへの招待状。
Keep evolving MFPs and growing our Office Printing business
Printing beyond printing

What will the role of printing be in the future? We are considering how to bring printing deep into people’s lives. We see the possibility of digital printing that can inspire the power of the human imagination, help fulfill people’s dreams and solve many of the world’s problems.

Today, we are giving communication a new value not just on paper, but on all kinds of mediums such as fabrics, building materials and even food.

We are moving people’s minds by this “display printing.”

Now we can even achieve digital printing that forms cells, medicines and battery parts.

This "applied printing” has powerful life-changing effects.

At Ricoh we create printing that relates to all our lives, and by using our digital technology we are already delivering a more abundant future for everyone.
The joy of refining and expressing ideas
According to the World Bank, 20% of industrial fresh water pollution comes from textile treatment and dyeing.

Textile waste occupies nearly 5% of all landfill space.
Reduce environmental impact and eliminate waste by printing on-demand
New digital possibilities for business and society

Even if digital is advanced in your workplace, it is meaningless if you can’t make the most of its advantages.

Data only becomes valuable information when it touches “human emotions”: for example, by connecting offices and frontlines by digitizing workflows and communications and reforming the entire work process.

And also by storing conversations and movements in the workplace and transforming them into visible information that everyone can see.

Ricoh is now opening the door to new ways to connect workers and information, that shed light on the possibilities that are hidden in every business field and society and opening eyes and minds to improvements in workflow and communication.

This leads to greater collaboration and solutions to social challenges. We support a new style of “working” by “giving shape to new digital possibilities for future”.
We provide value at the intersection of humans and information
Tools for producing and publishing 360° images to share your world

THETA 360.biz is a cloud service that makes it easy for anyone to create and publish 360° content from images captured with the RICOH THETA. You can present 360° images straight from the app or edit them on your PC.

- Real estate
- Restaurants
- Tourism
- Rental spaces
- Special occasions
- Education and welfare
- Construction
- Hospitals and clinics
Before

(Furniture added using Computer Graphics)

After
Productivity is enhanced by connecting different workflows. As a result, work can be both creative and fulfilling.
When you love your work, you create love for others and your country, and this is surely the basis for eliminating wars and other evils. That is what I mean by the Spirit of Three Loves, which is why I called the store Three Loves when I was working in the Service Department.

How can the people of the world be content with each other? How can we help each other to live better? I want to make this my business management quest for within and outside our operations.

I believe in being a humanistic entrepreneur who does far more than simply pursue profits. I am convinced that this is the basis for true business prosperity.
External Message

Climate Week
NYC
September 24, 2018

“We do not inherit the earth from our ancestors; we borrow it from our children.”
Revisiting RICOH Ignite Growth Strategies

- **Growth Strategy #0**: Enhance operations, evolve MFPs and secure our customer base
- **Growth Strategy #1**: Pursue new possibilities using printing technologies
- **Growth Strategy #2**: Make workplaces inspiring by using ICT
- **Growth Strategy #0**: Create new markets by connecting offices and frontlines
- **Growth Strategy #1**: Make workplaces inspiring by using ICT
- **Growth Strategy #2**: Create value and resolve social challenges with Ricoh’s new core competencies
Contribute to the diagnosis, early detection, and treatment of neurological diseases for longer, happier lives.

Number of dementia sufferers globally (from World Alzheimer Report 2018)

Magnetoecephalograph (MEG)
From research to clinical applications

2018 50 million
2050 150 million
Providing reassurance through genetic and reagent testing

Bioprinting
Identifying genetically modified food and infectious diseases
Additive Manufacturing Business

Overcome challenges, from design through production, and contribute to manufacturing innovation

Modeling services
Transform prototyping processes
Environmental Business

Establishing standalone power systems
Achieving a power charging-free world
Supporting our IoT intensive society

Environmental power generation
Producing electricity with the environment

Charging devices with room lighting
Generating electricity even in shade
Generating electricity in space

Embracing the challenges of change
We are changing our corporate culture to drive sustainable growth