

**120<sup>th</sup> Ordinary  
General Meeting of  
Shareholders**

**Issues Facing  
the Company**

June 26, 2020

**Jake Yamashita**  
**President and CEO**  
**Ricoh Company, Ltd.**

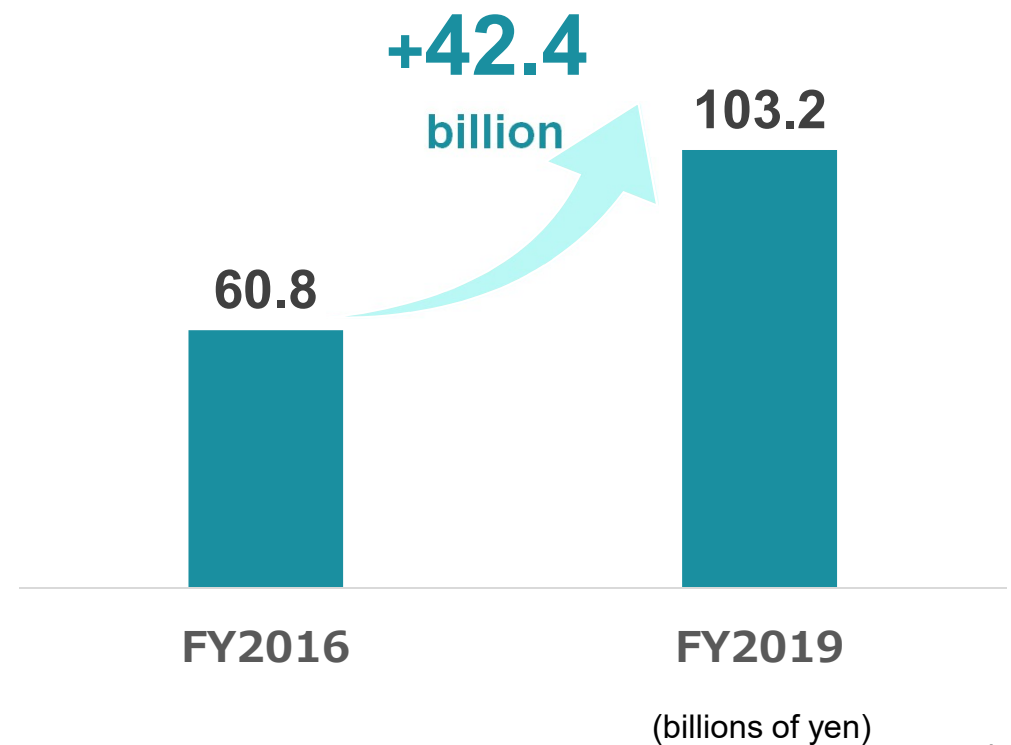
# 19<sup>th</sup> Mid-Term Management Plan Review

Greatly improved ability to generate cash by strengthening profitability

## 19<sup>th</sup> MTP Review

	Result	Target
Operating profit	<b>79.0</b> billion	<b>100.0</b> billion (FY2019)
Structural reform savings	<b>106.6</b> billion	<b>100.0</b> billion (vs. FY2016)
Free cash flow excluding finance business	<b>209.6</b> billion	<b>100.0</b> billion (Over three years)

## Profitability (operating profit excluding extraordinary factors)



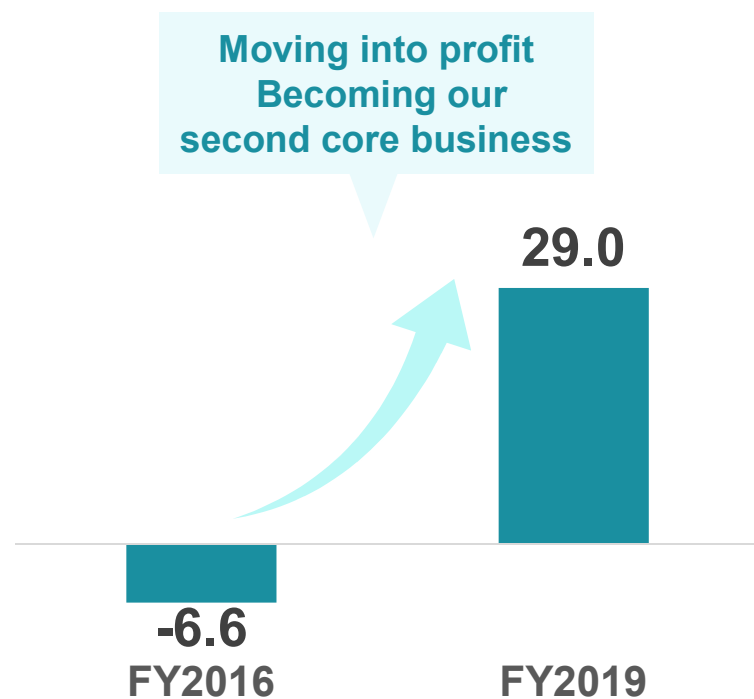
# Expanding the Office Services Business

## Office Services business succeeded in moving into profit and becoming our second core business

### Office Services business operating profit\*

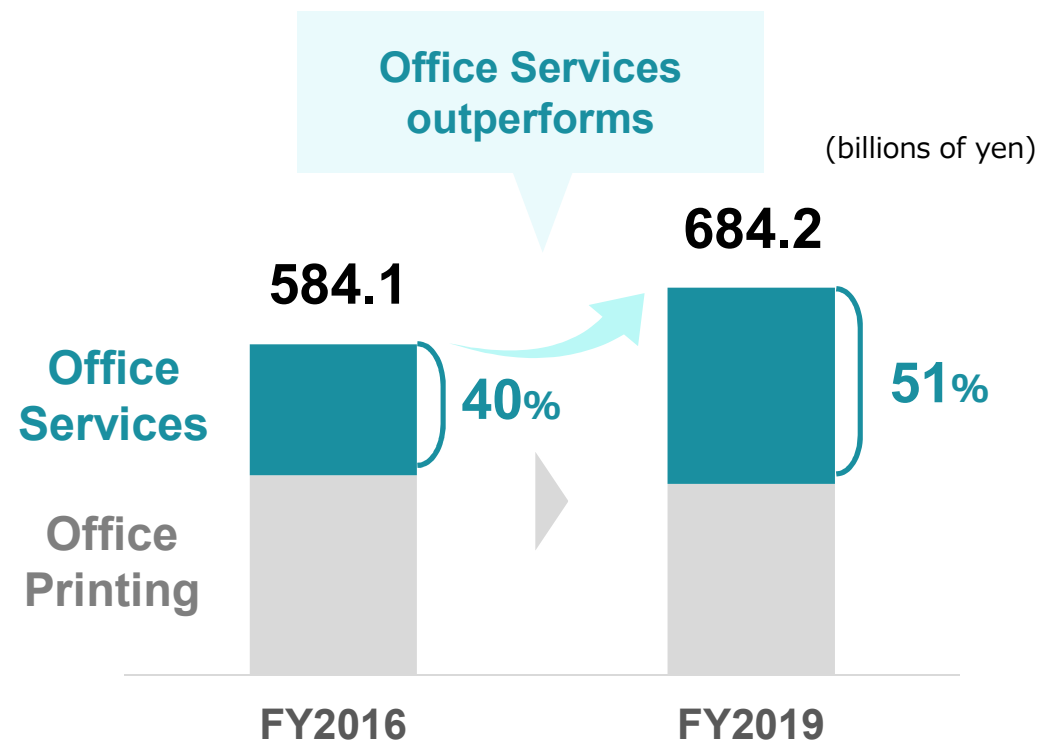
(Billions of yen)

(billions of yen)



### Office Printing and Office Services sales in Japan market

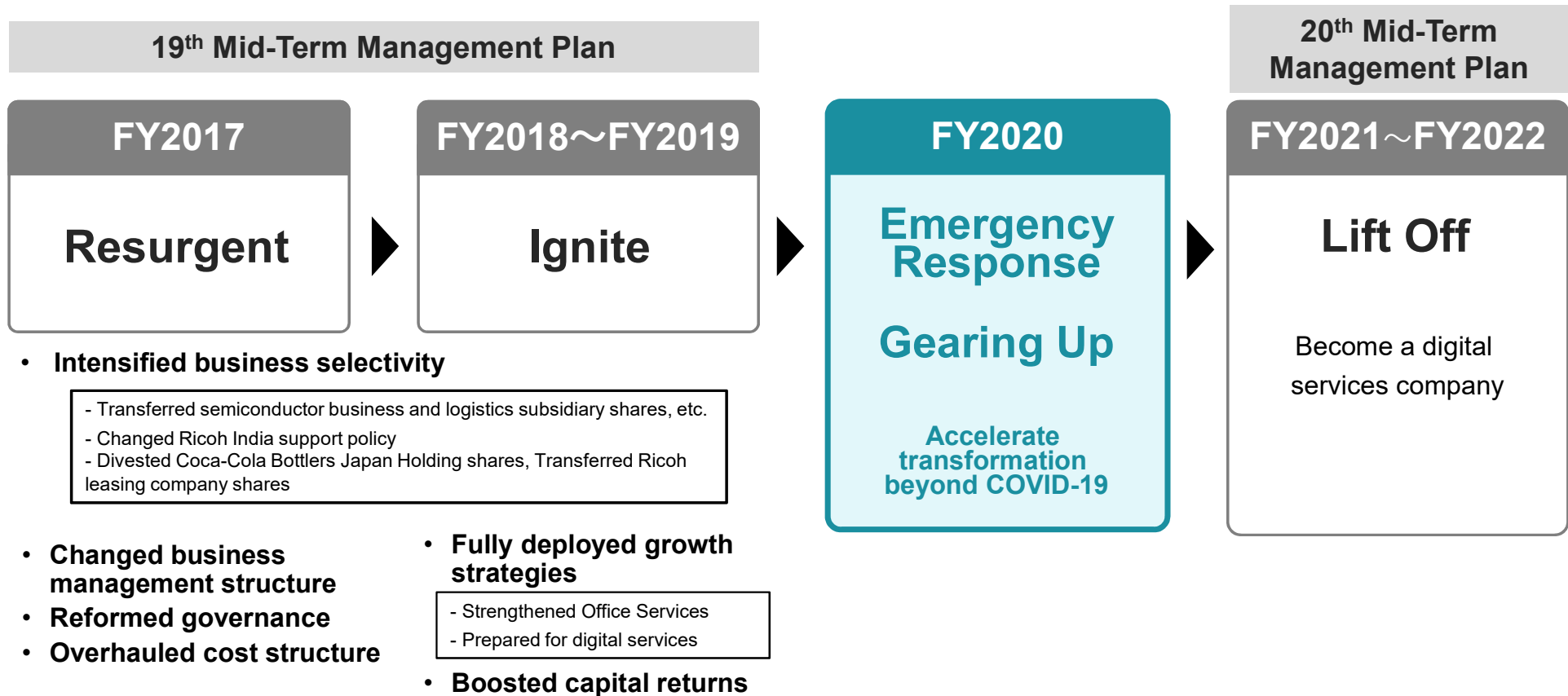
(billions of yen)



\* After excluding corporate and eliminations

# Positioning FY2020

A year of “Emergency Response & gearing up” to prepare for “Lift Off”



From an office automation equipment manufacturer **to a digital services company**

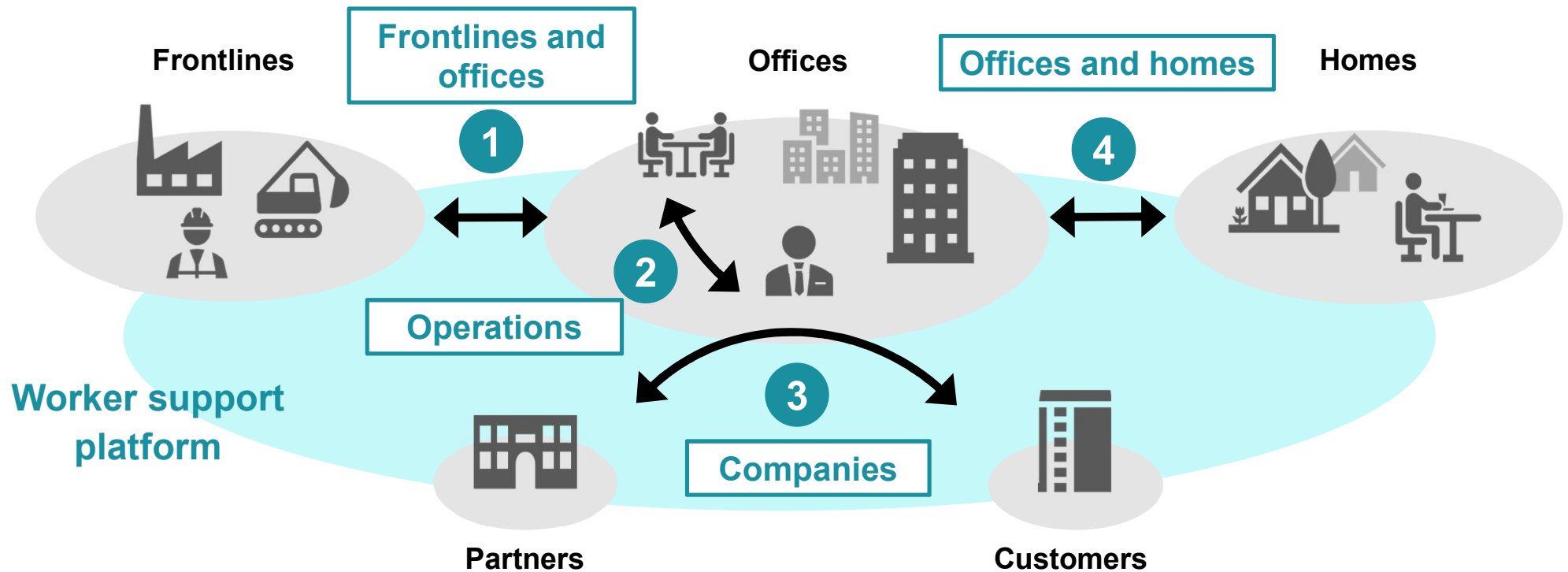
A company that supports workers' creativity and provides services to meet changing workplaces

Future changes for workers

- ✓ Document market shifting from paper to digital media
- ✓ Fading boundaries between time and space
- ✓ Changing work practices and values (focusing more on individuals than organizations)

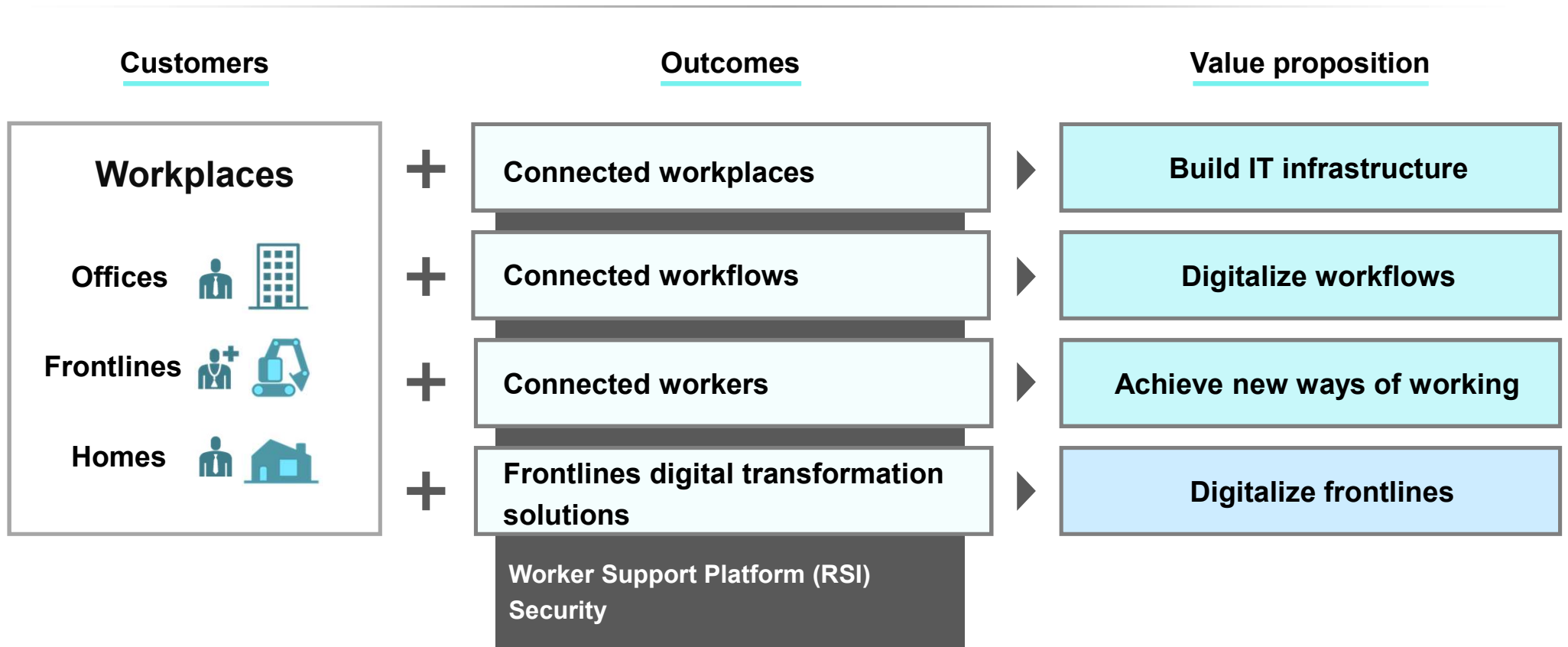
**COVID-19 has accelerated these changes**

## Digitalizing operations by linking workplaces and workflows



# Delivering Customer Solutions






**Building workplace IT infrastructure and digitally connecting workflows to achieve new ways of working**



# Ricoh's Strengths in Digital Services

Uniquely combining our understanding of customers' business processes with our office automation equipment manufacturer heritage

## Our competitive edge

<b>1</b> Customer base (office printing)		<ul style="list-style-type: none"><li>● Corporate customers: 1.4 million</li><li>● Devices in field: 4 million (direct only)</li></ul>
<b>2</b> Widespread customer contacts		<ul style="list-style-type: none"><li>● Field technicians: 11,000</li></ul>
<b>3</b> Digital professionals		<ul style="list-style-type: none"><li>● 16,000</li></ul>
<b>4</b> Optics, materials, image processing, and other core technologies		
<b>5</b> IT partners globally		<ul style="list-style-type: none"><li>● 4,000</li></ul>



# Unique Devices that support Digital Services

Making it simple to input and output digital data



**Hand-held  
printer**



**Hand-held  
projector**



**Pen-shaped  
360° camera**



**A3 Color MFP  
Market share\***

**No.1**

**18 consecutive year**

\* Source: IDC's WW Quarterly HCP Tracker 2020Q1  
• Color Laser MFP/SF DC, A3Only,  
Speed Range A4:excl 91+ppm  
• Shares by Company  
• Year : Ricoh Fiscal year 2002-2019



# Fulfillment through Work



**RICOH**  
imagine. change.