

**The 118th Ordinary
General Meeting of
Shareholders**

Issues that the Ricoh Group faces

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June 22, 2018

Yoshinori Yamashita

President and CEO

Ricoh Company, Ltd.

■ Basic position on the digital revolution

Sharing data and information among organizations and people in order to contribute to social prosperity

■ Grow in keeping with our basic position

Growth Strategy #0

Support knowledge sharing and idea creation in offices

Growth Strategy #1

Turn digital data into something tangible to benefit the real world

Growth Strategy #2

Connect offices with frontlines and society to create brand new value

Key Insight from Ricoh Founder Kiyoshi Ichimura

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Profit is a natural outcome of a business that is useful to society.

Profit is a consequence, not an action.

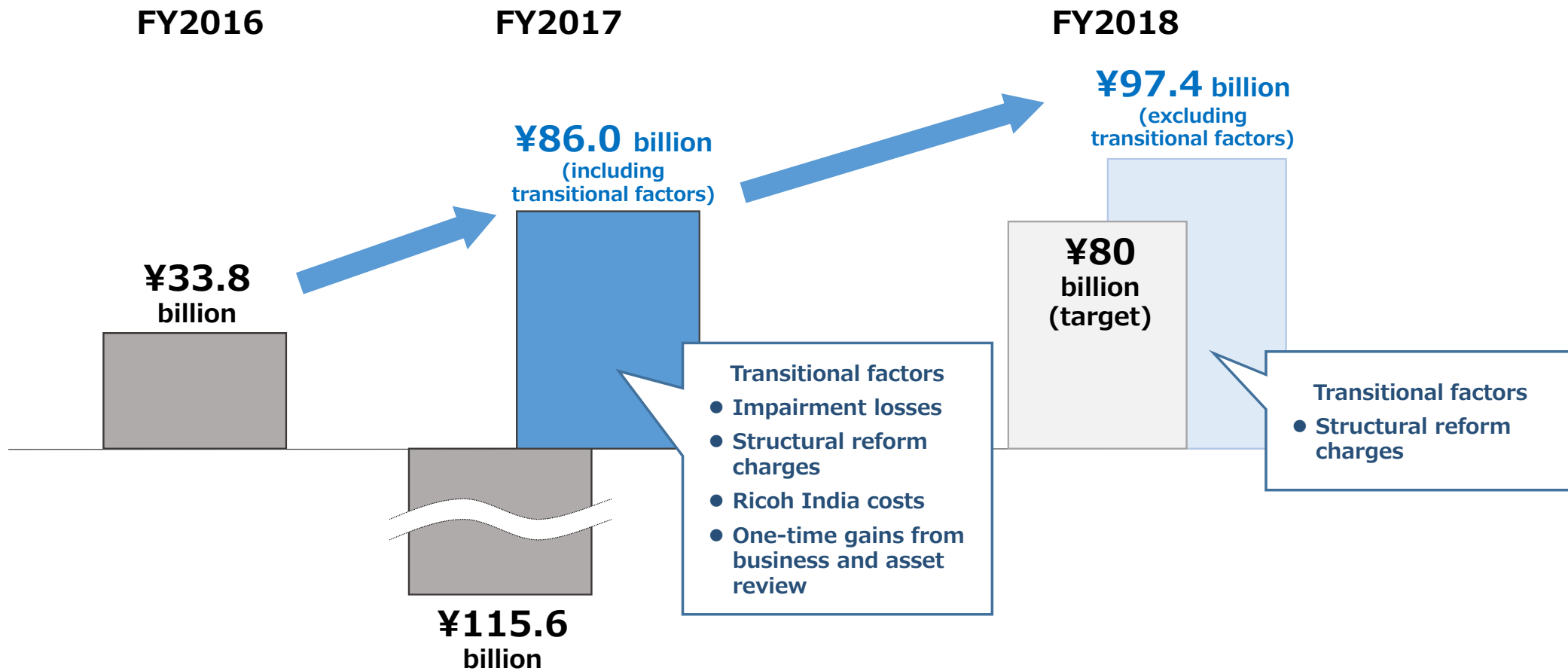


Executing Structural Reforms and Growth Strategies

	FY2017	FY2018/2019
Structural reforms	Cost structure reforms <ul style="list-style-type: none"> • Production site integration • Liquidation of unprofitable MIF and contracts 	Record progress
	Business process reforms <ul style="list-style-type: none"> • European shared service center launched • Maintenance process reforms 	Accelerate deployment of robotic process automation and AI
	Business selectivity <ul style="list-style-type: none"> • Sale of shares in the electronic devices business, San-Ai Kanko and Coca-Cola Bottlers Japan • End financial support for Ricoh India 	Continue as needed
Growth strategies	Announcement of “RICOH Ignite” growth strategy	Towards implementation phase
Governance reinforcement	<ul style="list-style-type: none"> • Switch to one-year terms for directors • Abolish advisory roles for former presidents and chairman • Annually evaluate CEO and other directors • Review cash generating units 	

Steadily Improving Profitability

We are progressing steadily towards our FY2019 operating profit target of ¥100 billion





Megatrends Affecting the Business Climate

Businesses that do not contribute to SDGs* will be eliminated

The needs of individuals will be more diverse

The role of printing technologies will expand

***SDGs: Sustainable Development Goals**

In September 2015, the United Nations Summit adopted 17 Sustainable Goals and 169 targets as part of a universal agenda to ensure that nobody is left behind in the drive to free humanity from poverty and hunger and improve the human condition in terms of such areas as health, sanitation, economic development, and the environment by 2030.

Sustainability Development Goals

17 goals to materialize societies that leave nobody behind



Ricoh's materiality efforts

**Intelligence
Creation**

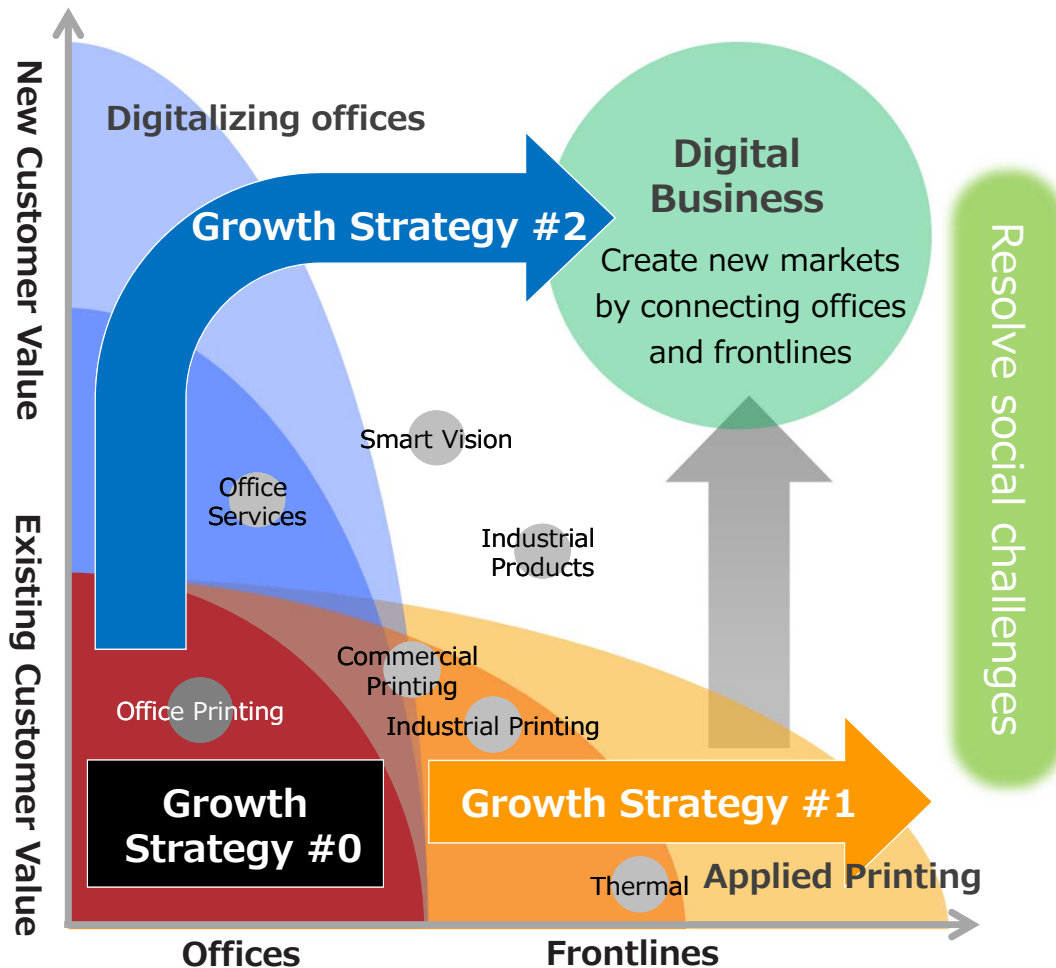
**Productivity
Enhancement**

**QOL
Enhancement**

**Zero-carbon
Society**

**Circular
Economy**

RICOH Ignite Growth Strategy



Growth strategy #0

Enhance our operations, evolve MFPs and secure our customer base

Growth strategy #1

Expand customer base by pursuing possibilities of printing technologies
From display printing to applied printing

Growth strategy #2

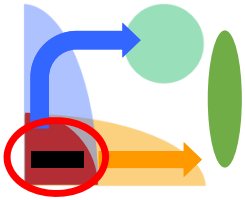
Add Ricoh-oriented value to customer base, and connect offices & frontlines



Growth
Strategy #0

Ignite Core Businesses

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Enhance the value of MFPs and printers
and remain No. 1 in customer satisfaction

Materiality

Intelligence Creation

Zero-carbon Society

Circular Economy

Ignite core businesses

Evolve MFPs

Strengthen collaboration

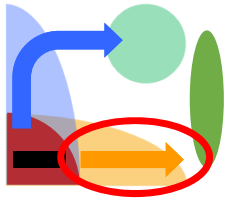
Pursue operational excellence



Growth
Strategy #1

Revolutionize Manufacturing with Printing Technology

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Expand our business domains with display printing
and drive industrial innovation with applied
printing

Materiality

Productivity Enhancement

QOL Enhancement

Circular Economy

Revolutionize manufacturing
with printing technology

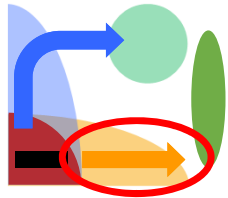
Applied Printing

Creating new value with
printing technologies

Display Printing

Printing on textiles, construction
materials, foods, and other non-paper
media

Printing books, promotional
material, direct mail, and other
paper media



From analog to digital processes



Offices
Printing

Display Printing

Print
processes

Building
materials

Wallpaper and
flooring

Dyeing
processes

Apparel

Clothing and
accessories

Applied Printing



Printed
electronics
**Production
processes**

Electronic
equipment
production

Printed circuit boards and
electronic devices



3D printers
**Production
processes**

Parts
production

Mold-free and parts
molding



Drug
granulation
**Pharmaceuticals
processes**

Medical/
pharma

Inhaled and solid
medicines



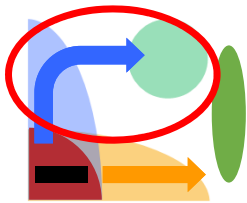
Bioprinting
(cell lamination)
**Medical testing
processes**

Medical/
pharma

Preclinical testing and tissue



Creating Customer Value by Linking Offices and Frontlines



Combine edge devices with applications
to create new value

Materiality

Intelligence Creation

Productivity Enhancement

QOL Enhancement

Integrate and use
stored data

Value-generating workplaces

Evolution of intellectual productivity and collaboration

Office workflow reforms

(small and medium-sized businesses)

Office communication reforms

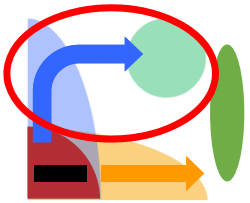
(large corporations)



Growth
Strategy #2

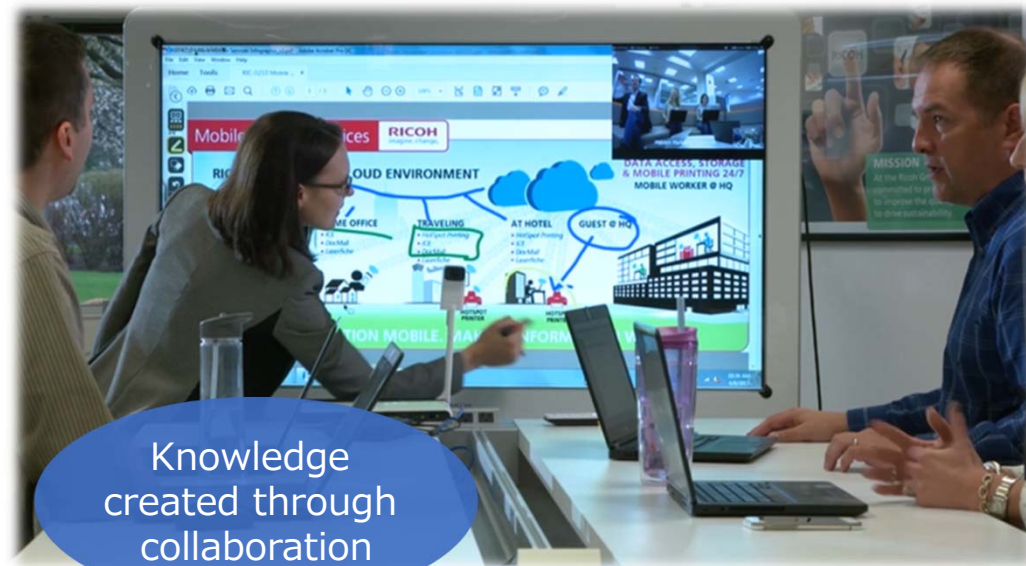
Customer Value Created through Connections

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Connecting a remote workforce

Interactive Whiteboards



Connecting customers and specialists

Unified Communication System

Augments service
levels
and increases
customer contact

Simple system
that is easy
to administer

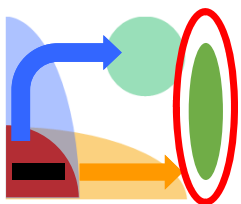
Improved
effectiveness and
workforce productivity



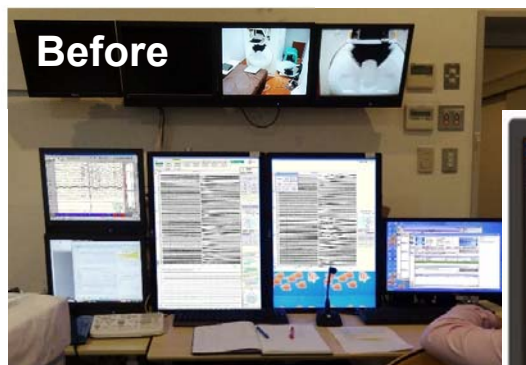
Resolving Social
Issues

Pursuing New Potential (Medical Diagnostics Equipment)

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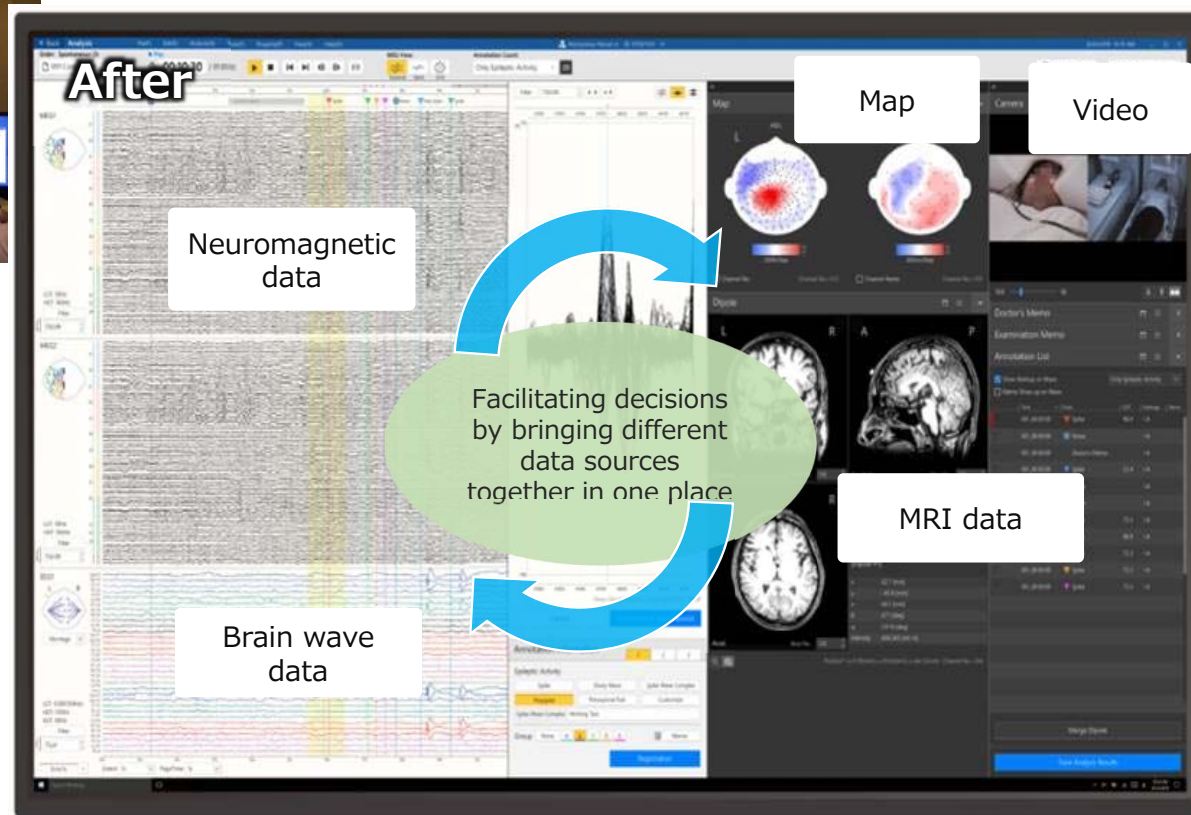


Fostering early detection of epilepsy, Alzheimer's disease, and developmental disorders and supporting physician's clinical diagnostics



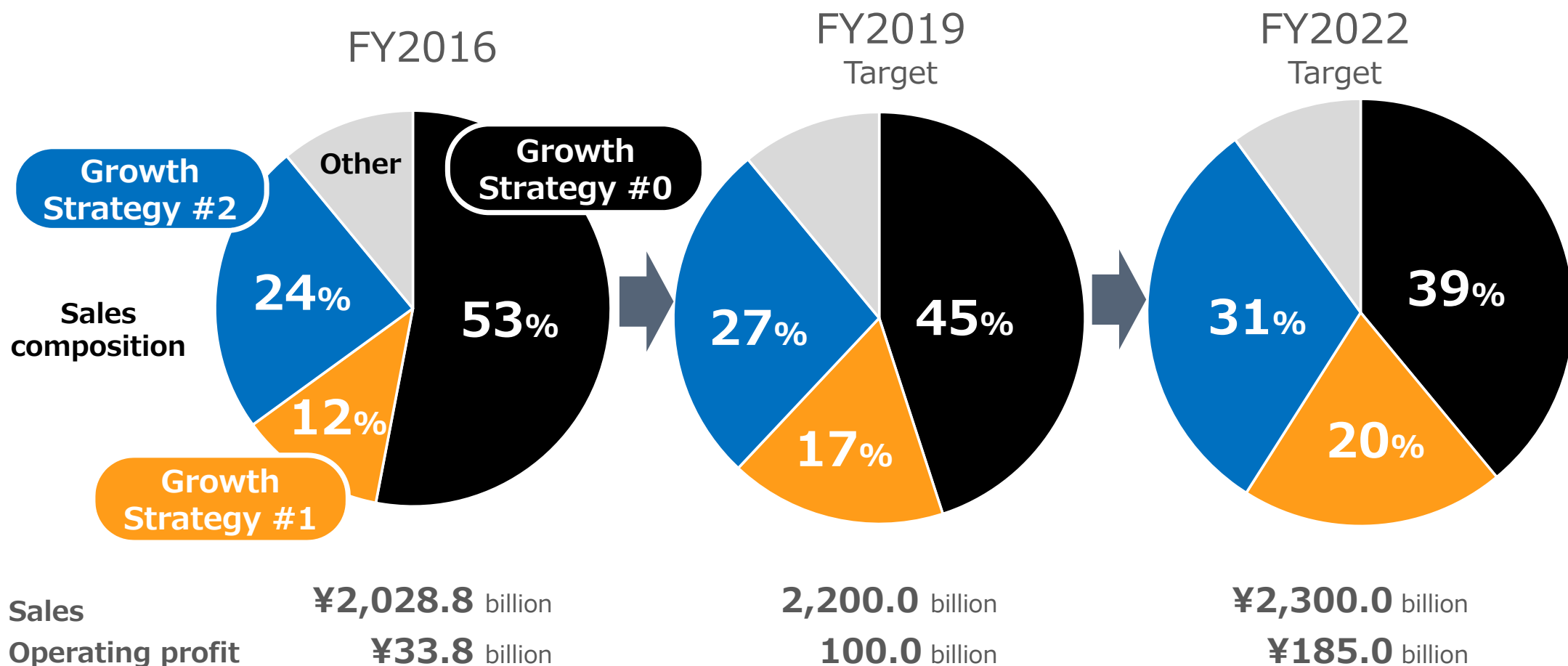
Evolving from user perspectives

Magnetoencephalography





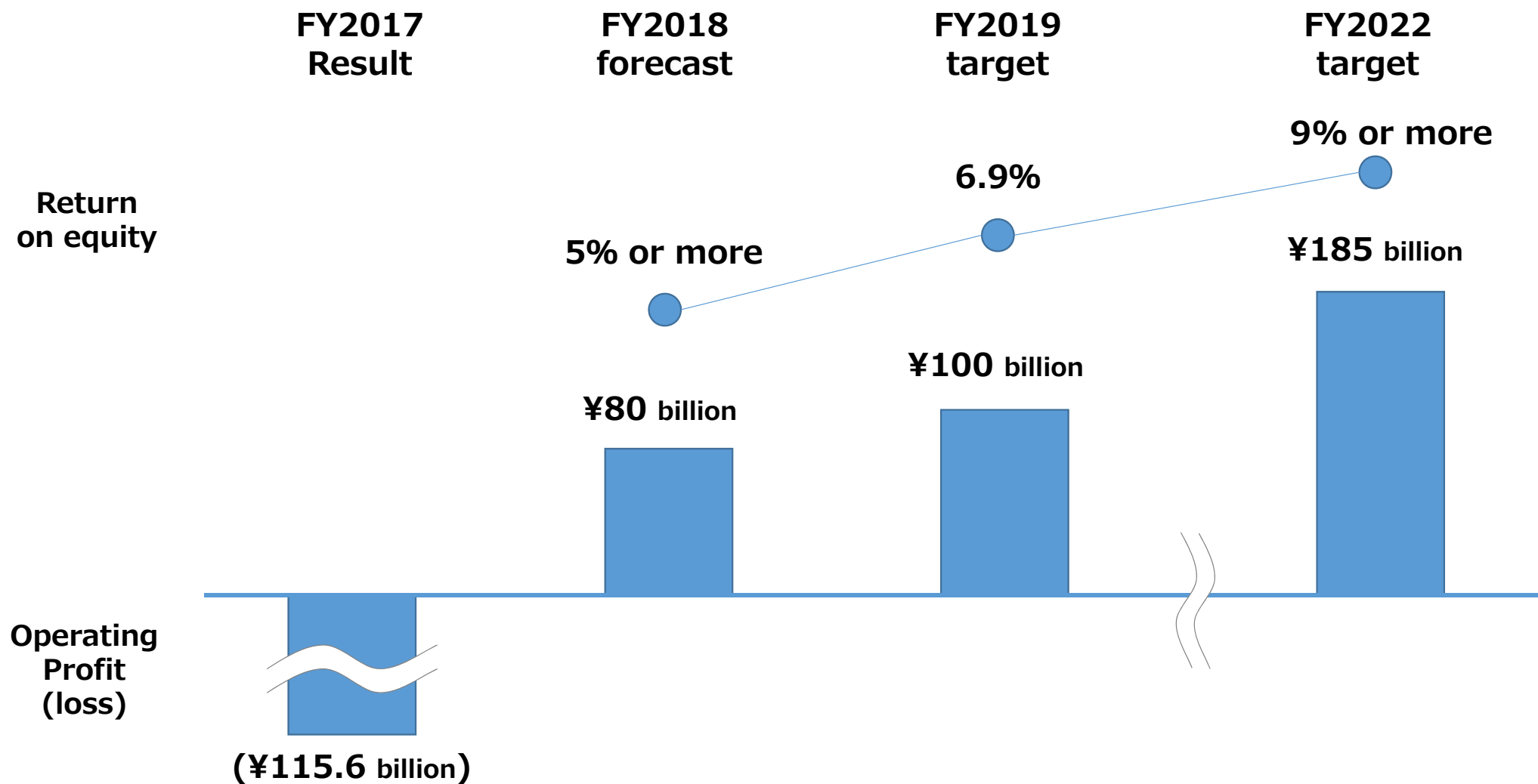
Business Portfolio Changes



FY2018 Forecasts

	FY2017	FY2018 forecast
Sales	¥2,063.3 billion	¥2,040.0 billion
Operating profit (loss)	(¥115.6 billion)	¥80.0 billion
Profit (loss) attributable to owners of the parent	(¥135.3 billion)	¥47.0 billion
Return on equity	—	5% or more
Annual dividends per share	¥15	¥20

Medium-Term Operating Profit and ROE Improvements



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