

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

# **Business Report**

**June 21, 2019**

**Jake Yamashita**

**Representative Director,  
President and CEO**

**Ricoh Company, Ltd.**

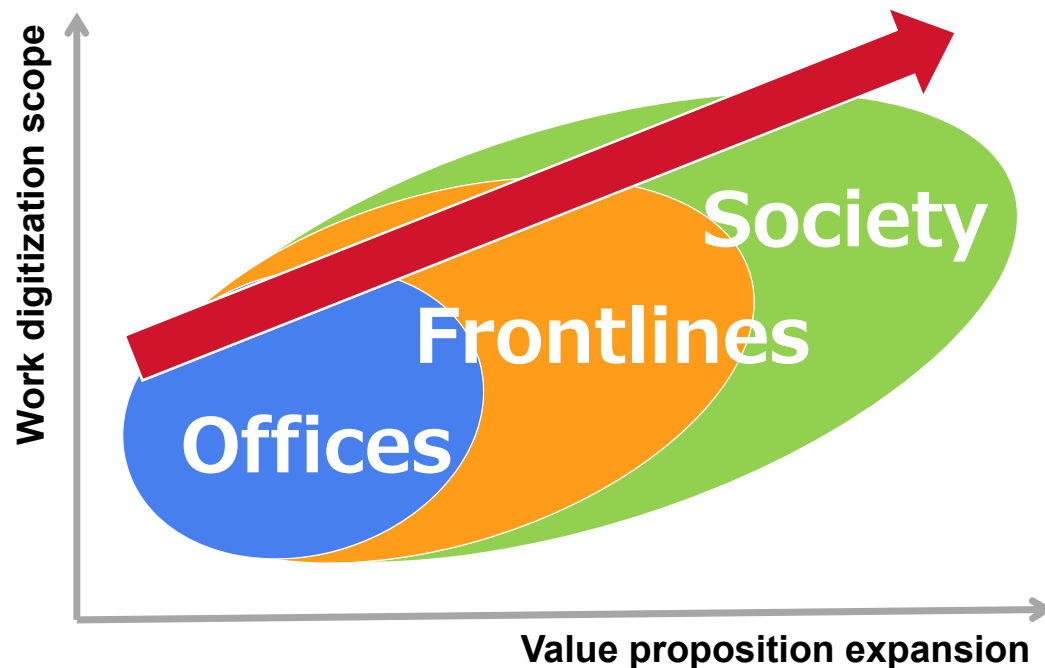
**RICOH**  
imagine. change.

# **Financial Targets** **19<sup>th</sup> Mid-Term Management Plan Progress**

	<b>Targets</b> (Announced on April 12, 2017)	<b>Projections</b> (FY2019)	<b>Progress through FY2018</b>
<b>Operating profit</b>	More than <b>¥100</b> billion	<b>¥100</b> billion	<b>¥86.8</b> billion
<b>Structural reform savings</b> (From FY2016)	More than <b>¥100</b> billion	<b>¥105</b> billion	<b>¥88.5</b> billion
<b>Free cash flow excluding finance business over three years</b>	More than <b>¥100</b> billion	-	<b>¥151.4</b> billion

# Our Value Proposition

## EMPOWERING DIGITAL WORKPLACES



### WHO IT HELPS

Individuals (teams & organizations)

### WHAT WE DO

Improve Workplaces  
(from office to the frontlines and society)

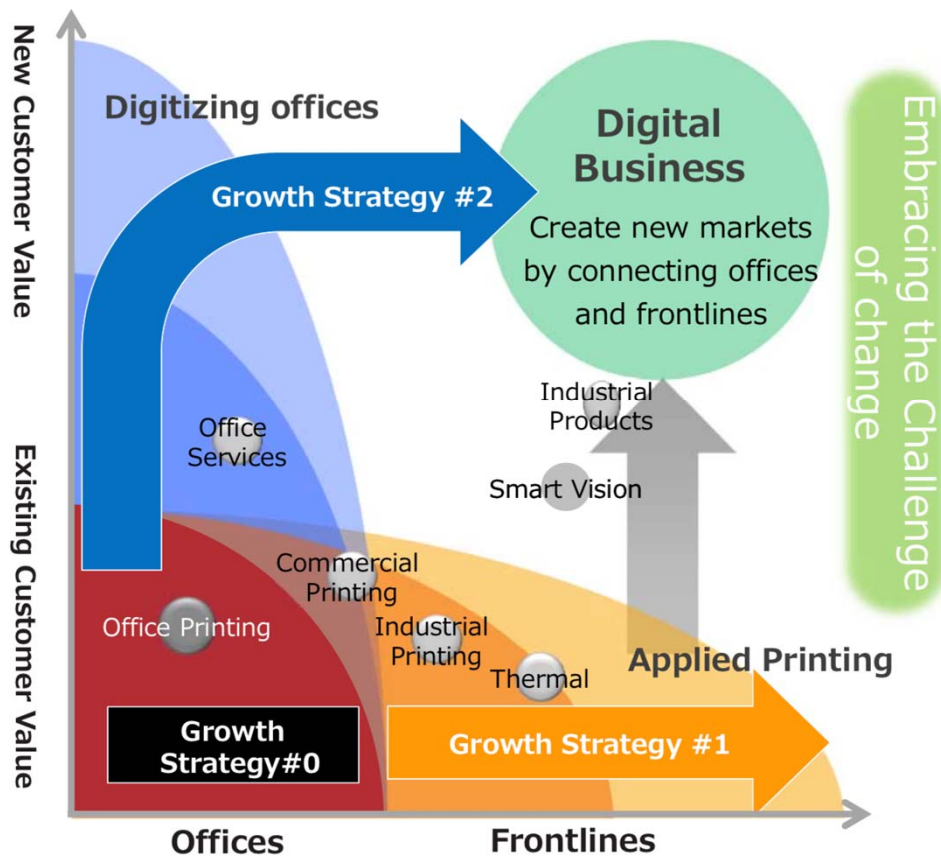
### HOW DO WE DO IT

Use innovative digital technologies & services

### WHAT IS THE BENEFIT

**Everyone can work smarter**

# RICOH Ignite Growth Strategies



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

Embracing  
the  
challenges  
of change

Create value and resolve social challenges with Ricoh's new core competencies

# Connecting people. Changing their “working styles.”

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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

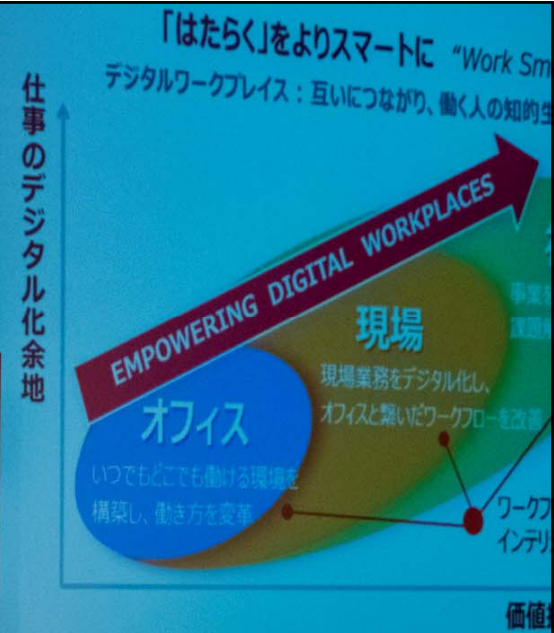


# “Invitation to the Cloud”

Lady EDWard から  
クラウドへの招待状。



THE CAPITOL HOTEL TOKYU



Keep evolving MFPs and growing our  
Office Printing business



# Printing beyond printing

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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.

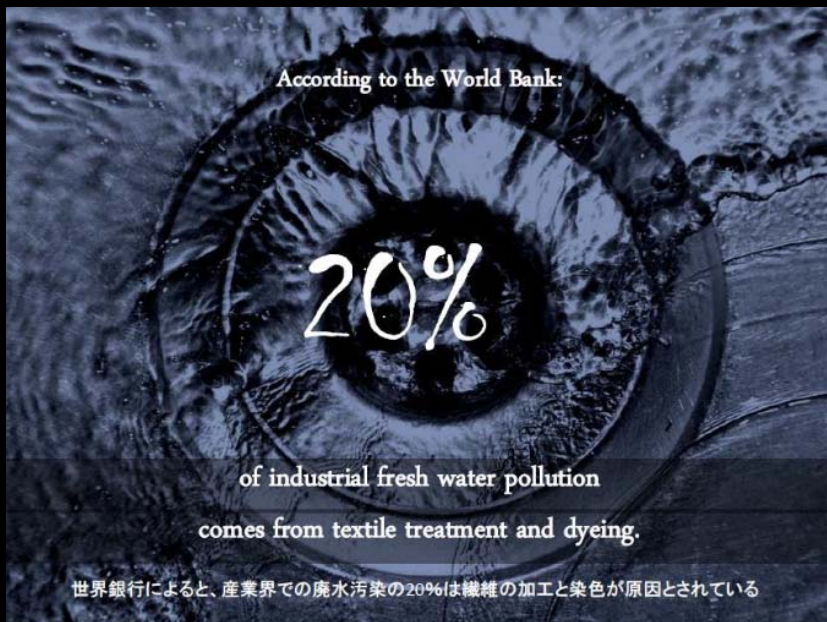
We are moving people's minds by this "display printing."

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.

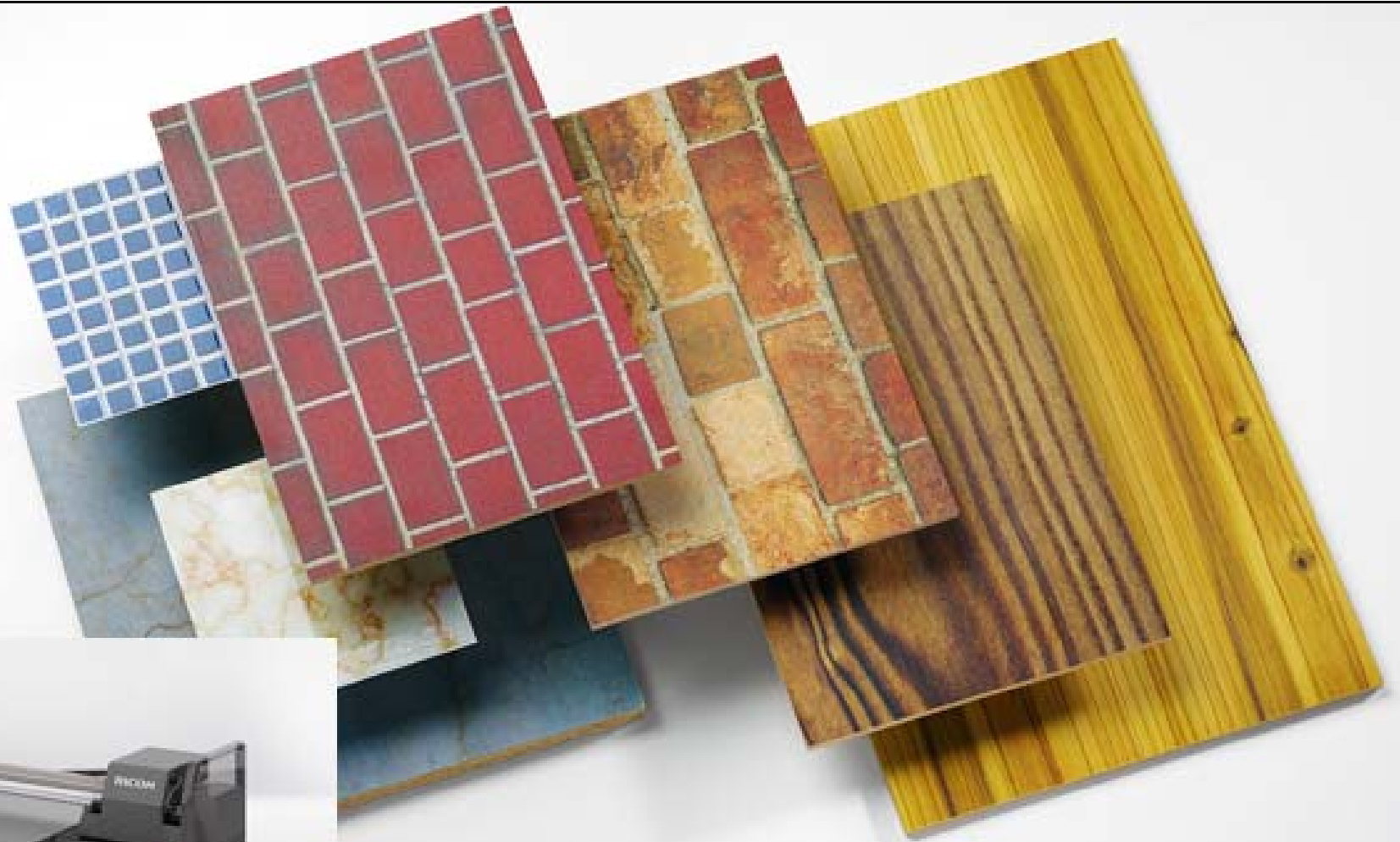
The joy of refining and  
expressing ideas



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





**RICOH Pro T7210**

Reduce environmental impact  
and eliminate waste  
by printing on-demand

# New digital possibilities for business and society

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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**



**After**

**(Furniture added using Computer Graphics)**

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Productivity is enhanced  
by connecting different workflows.

As a result,  
work can be both creative and fulfilling.

# Ricoh Founder Kiyoshi Ichimura's Principles

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Extracts from the writings of Ricoh founder Kiyoshi Ichimura

**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.**

Source: Japanese San-Ai Kai website

# External Message

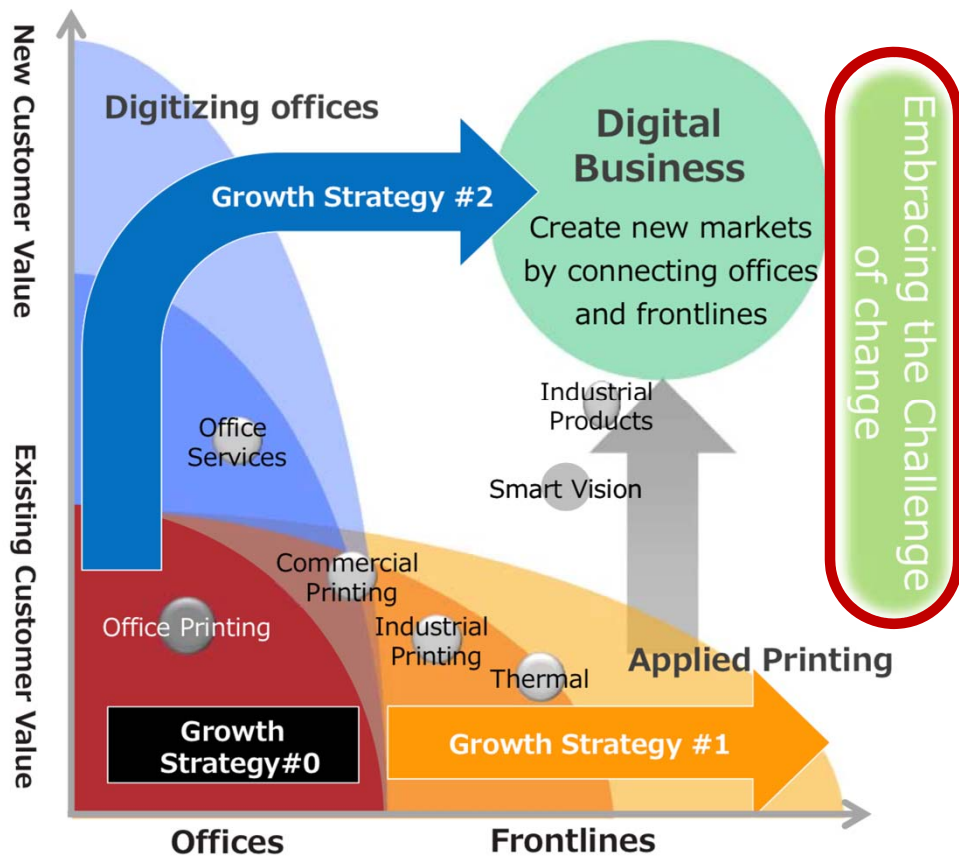


***“We do not inherit the earth from our ancestors;  
we borrow it from our children.”***





# Revisiting RICOH Ignite Growth Strategies **RICOH** imagine. change.



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## Healthcare Business

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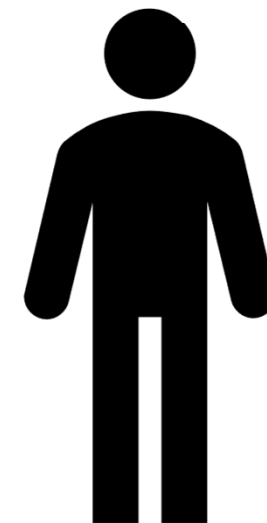
Contribute to the diagnosis, early detection, and treatment of neurological diseases for longer, happier lives.

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



2018

**50** million



2050

**150** million

Magnetoencephalograph (MEG)  
From research to clinical applications



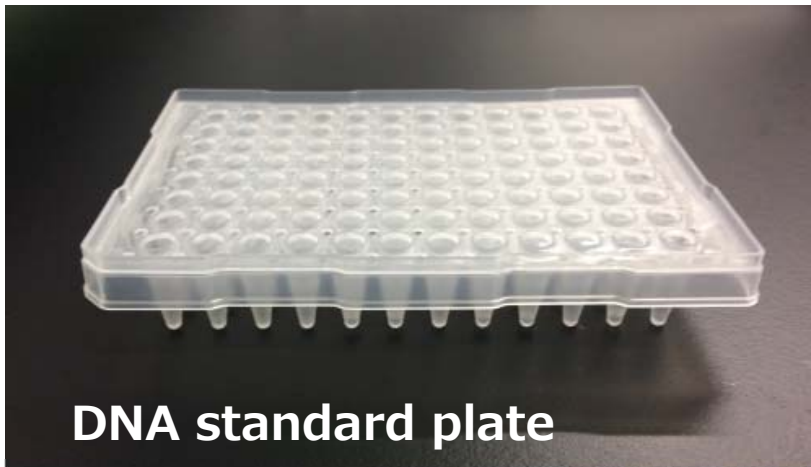


Embracing the  
challenges of  
change

## Healthcare Business

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### Providing reassurance through genetic and reagent testing



DNA standard plate

#### Bioprinting

Identifying genetically modified  
food and infectious diseases

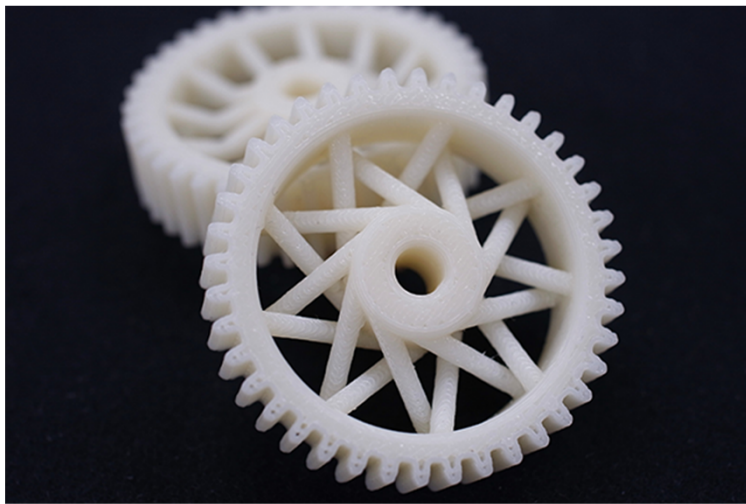


Embracing the  
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# Additive Manufacturing Business

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



**Modeling services**  
**Transform prototyping processes**

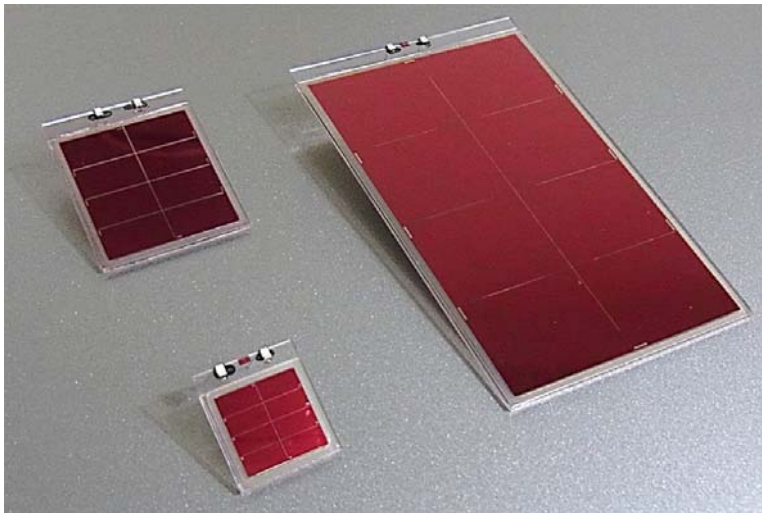


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## Environmental Business

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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

Completed

Generating electricity  
even in shade

Developing

Generating electricity  
in space

Developing

**We are changing our  
corporate culture  
to drive sustainable growth**

**RICOH**  
imagine. change.