

**121<sup>st</sup> Ordinary  
General Meeting of  
Shareholders**

**Our Challenges**

June 24, 2021

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

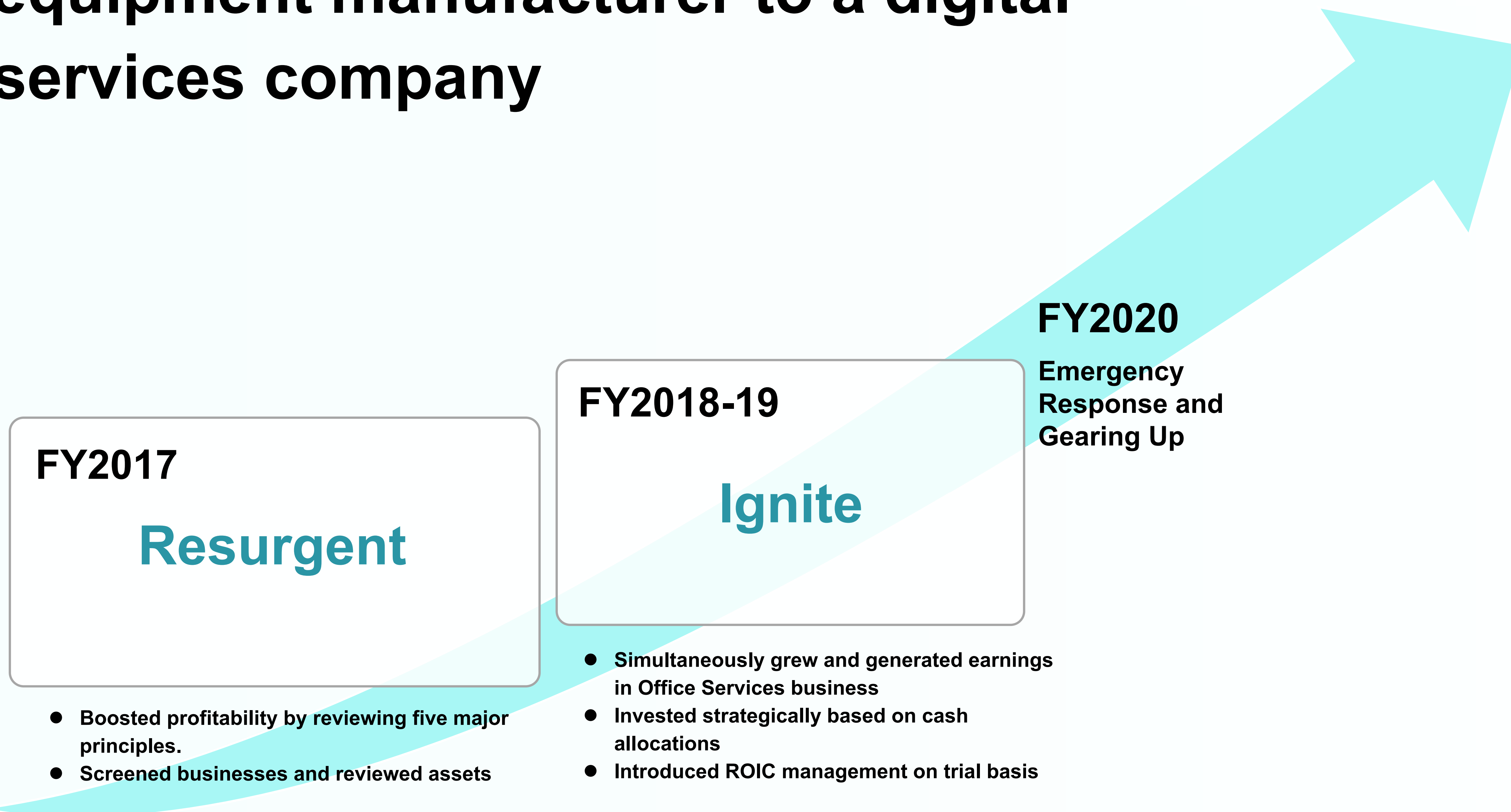
# **Accelerating change**

**A Relentless Commitment to Excellence**

**Uphold the Spirit of Three Loves**

**Continue to closely support changing customer needs**

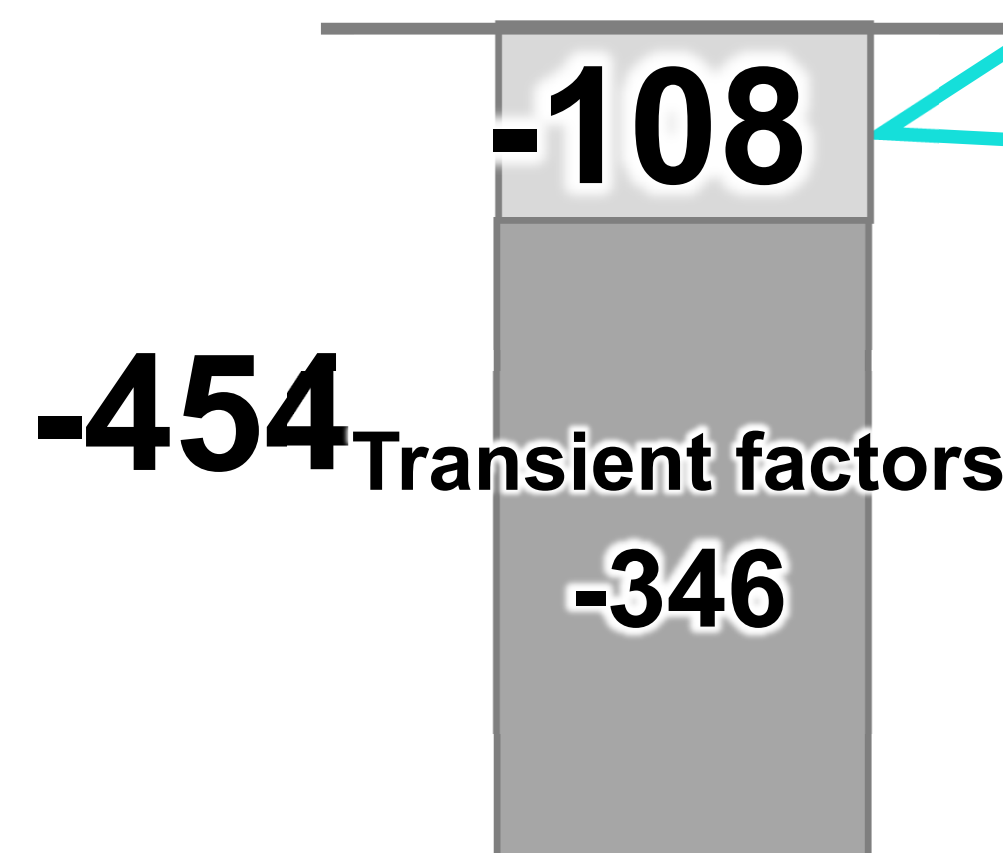
## Transform from an Office Automation equipment manufacturer to a digital services company



Transform from  
equipment  
services com

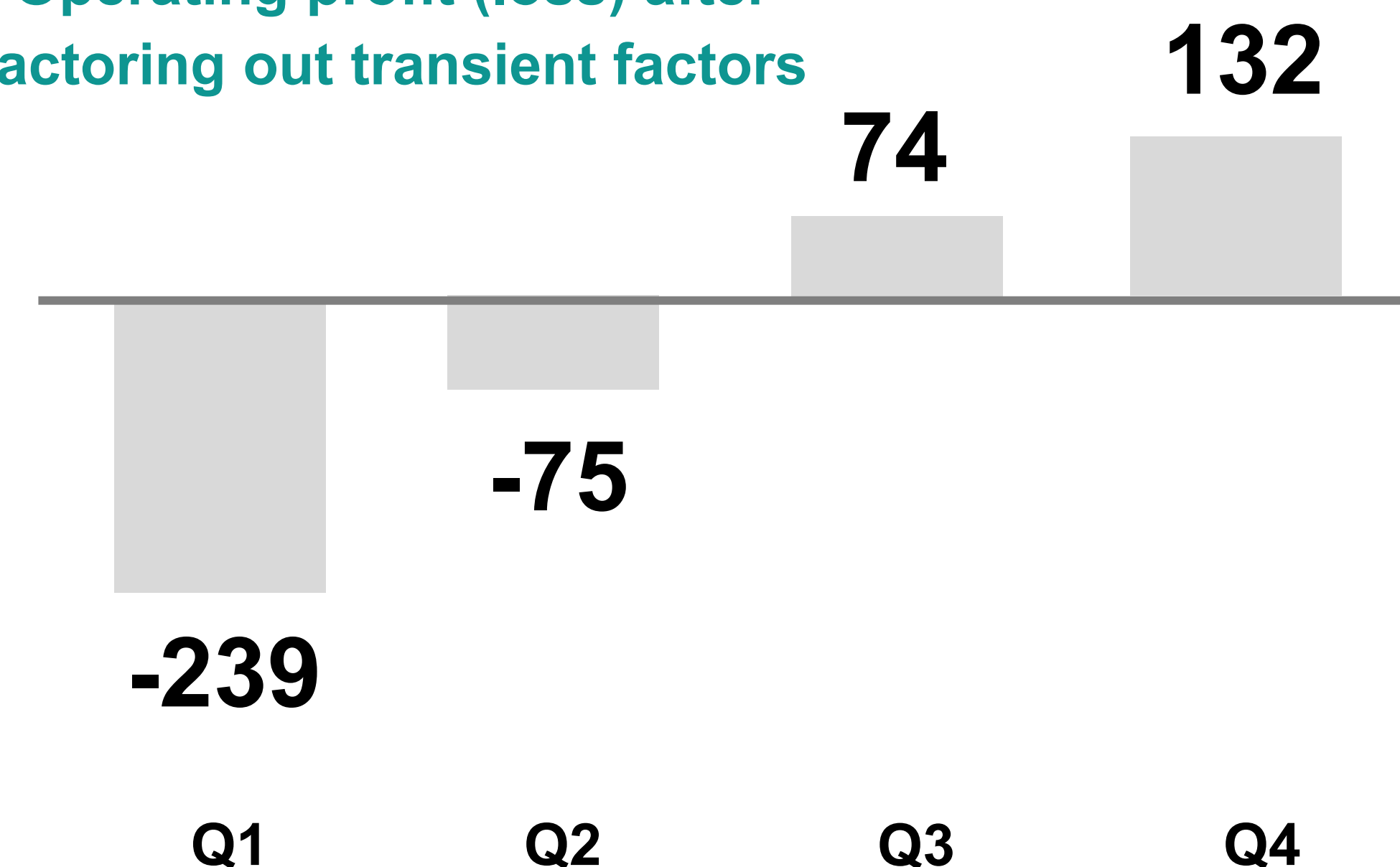
## FY2020 Operating profit results and quarterly statements

(billions of yen)



**Full year**

Operating profit (loss) after factoring out transient factors



**FY2017**

**Resurgent**

- Boosted profitability by reviewing five major principles.
- Screened businesses and reviewed assets

**FY2018-19**

**Ignite**

- Simultaneously grew and generated earnings in Office Services business
- Invested strategically based on cash allocations
- Introduced ROIC management on trial basis

**Emergency Response and Gearing Up**

## Transform from an Office Automation equipment manufacturer to a digital service company

**FY2017**

**Resurgent**

- Boosted profitability by reviewing five major principles.
- Screened businesses and reviewed assets

**FY2018-19**

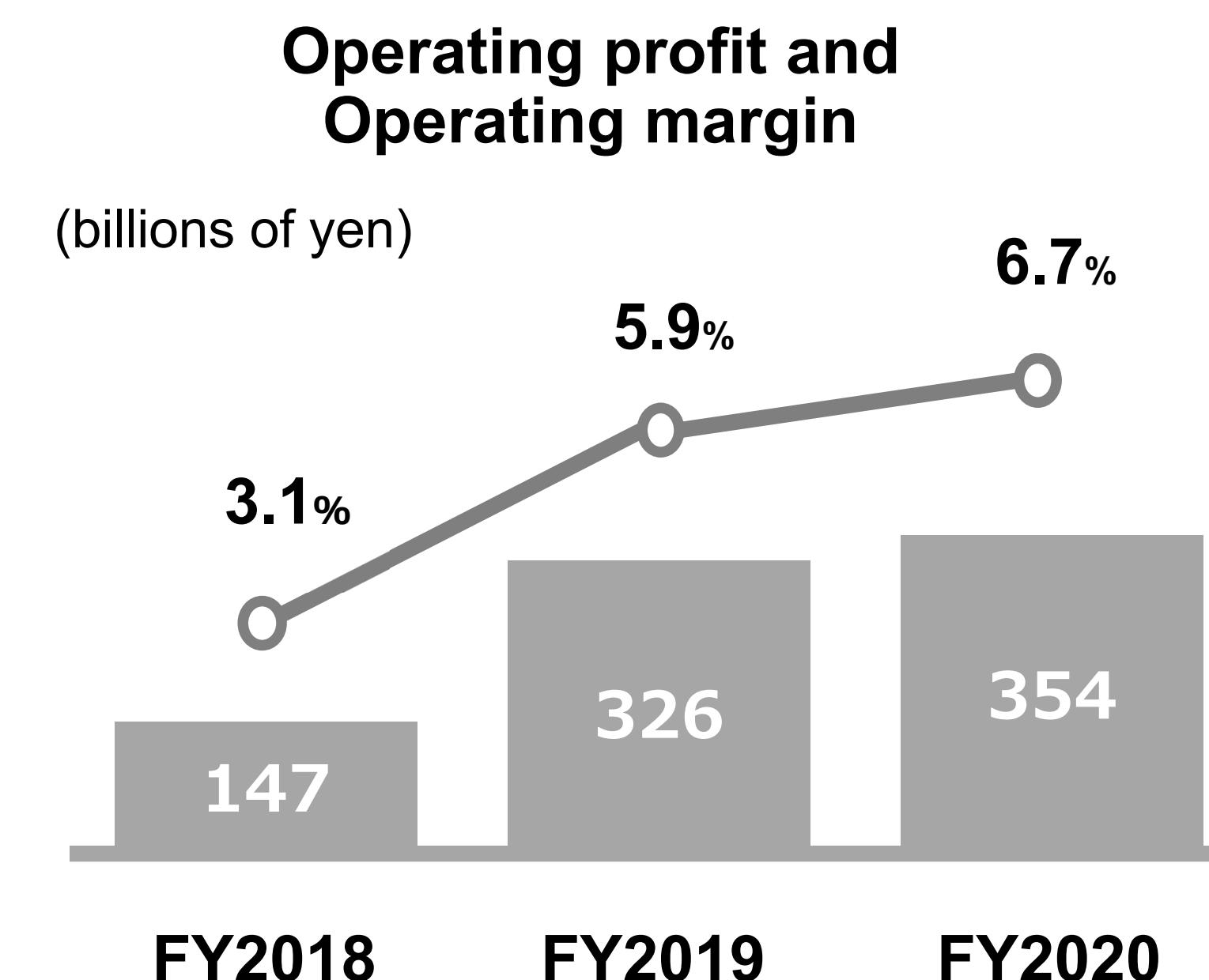
**Ignite**

- Simultaneously grew and generated earnings in Office Services business
- Invested strategically based on cash allocations
- Introduced ROIC management on trial basis

**FY2020**

Emergency Response Gear

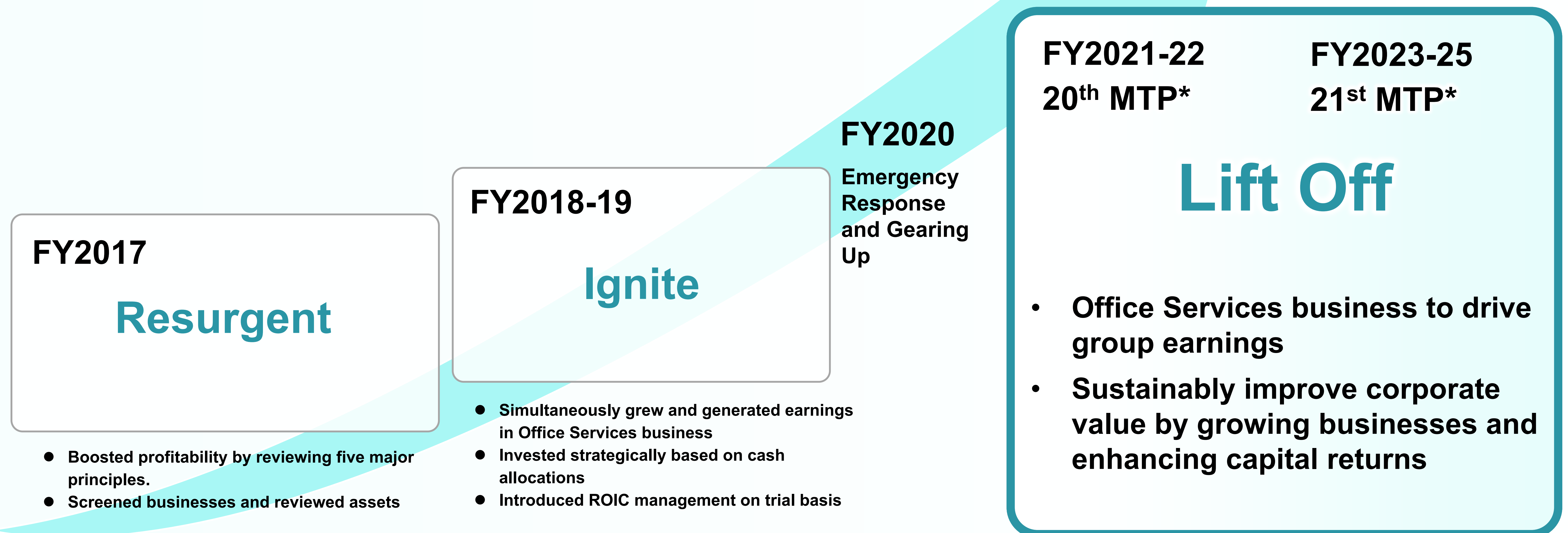
1. Generate 100 billion yen through emergency and permanent measures
2. Expand Office Services business



3. Organize business unit structure

## Transform from an Office Automation equipment manufacturer to a digital services company

2036 Vision  
**Fulfillment through Work**



**Be a digital services company that supports creativity of workers and connects their workplaces**

Business perspective: **Transform into a digital services company**

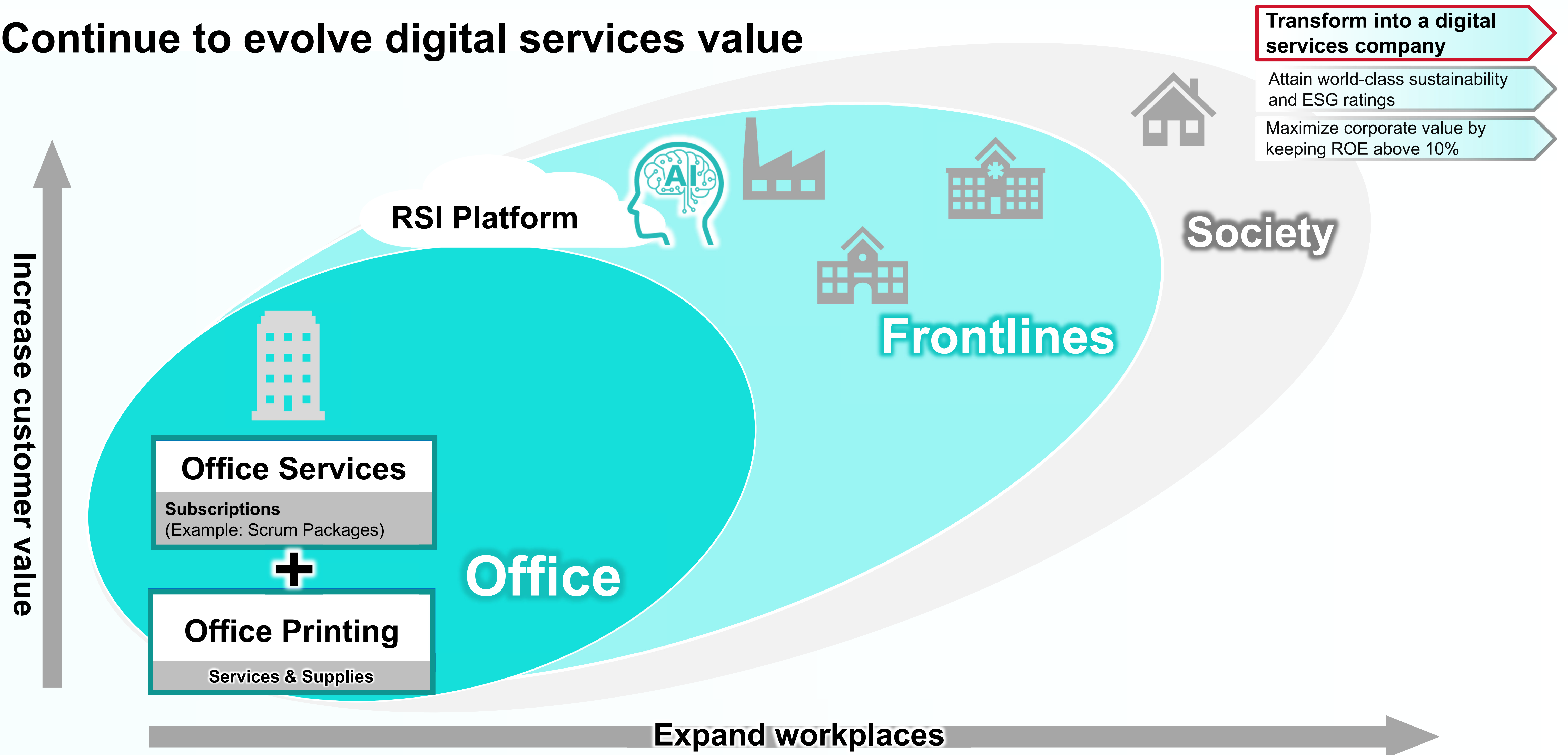
Future financial perspective: **Attain world-class sustainability and ESG ratings**

Financial perspective: **Maximize corporate value by keeping ROE above 10%**



# Ricoh's Value as Digital Services Company

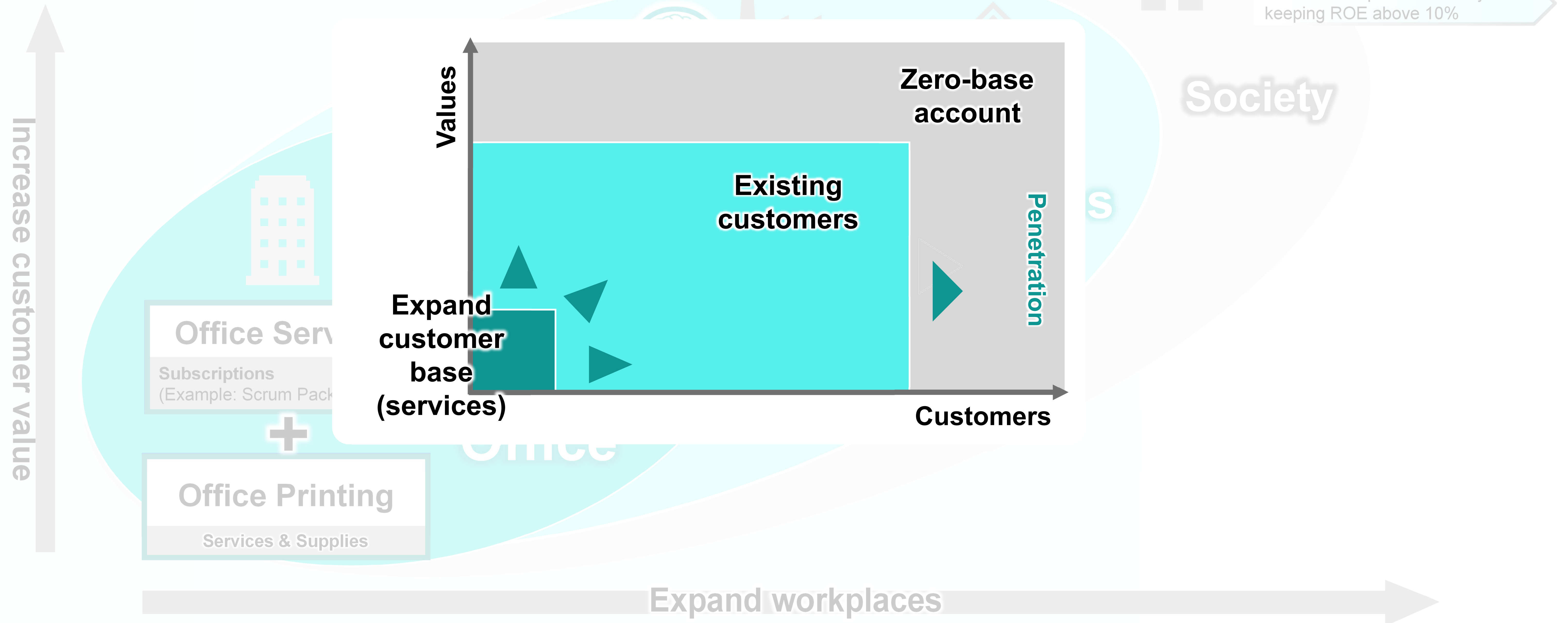
## Continue to evolve digital services value





# Ricoh's Value as Digital Services Company

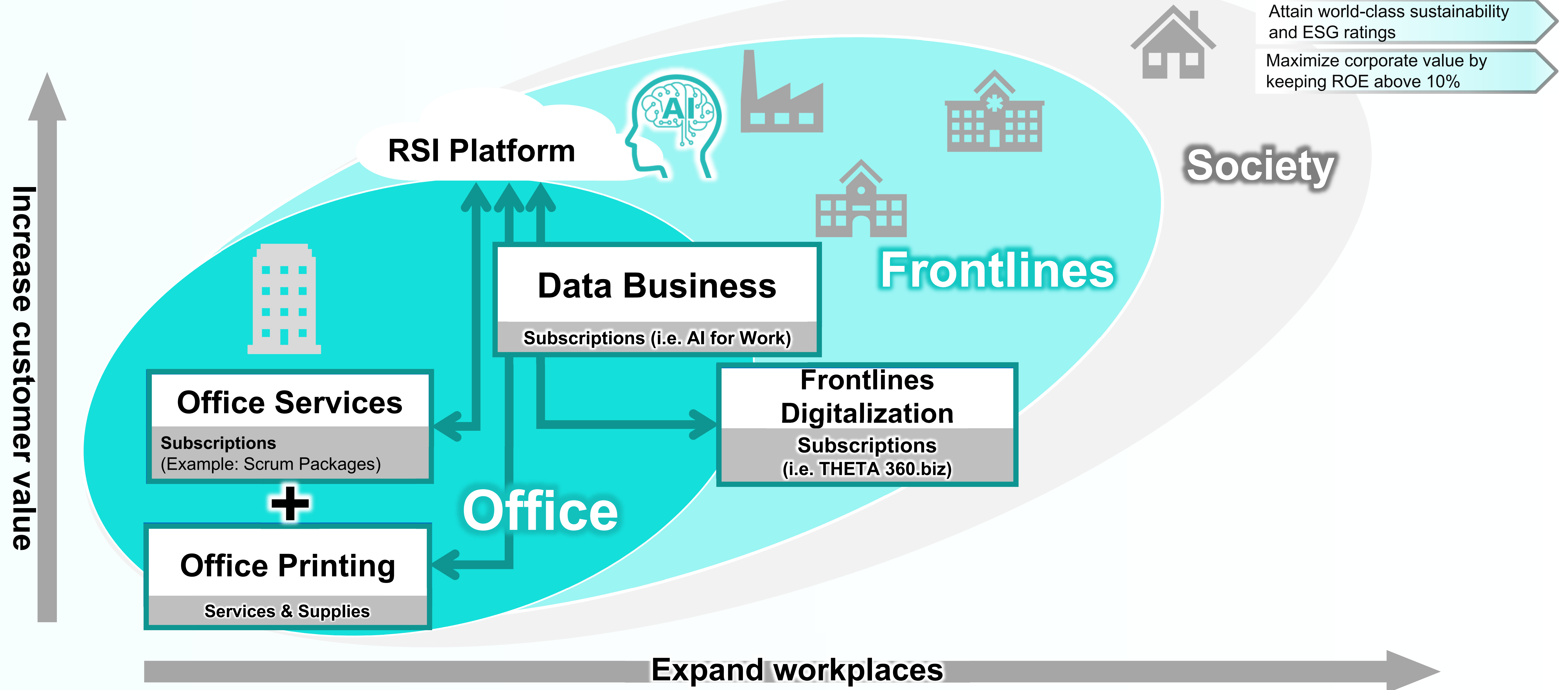
Continue to evolve digital services value





# Ricoh's Value as Digital Services Company

## Continue to evolve digital services value



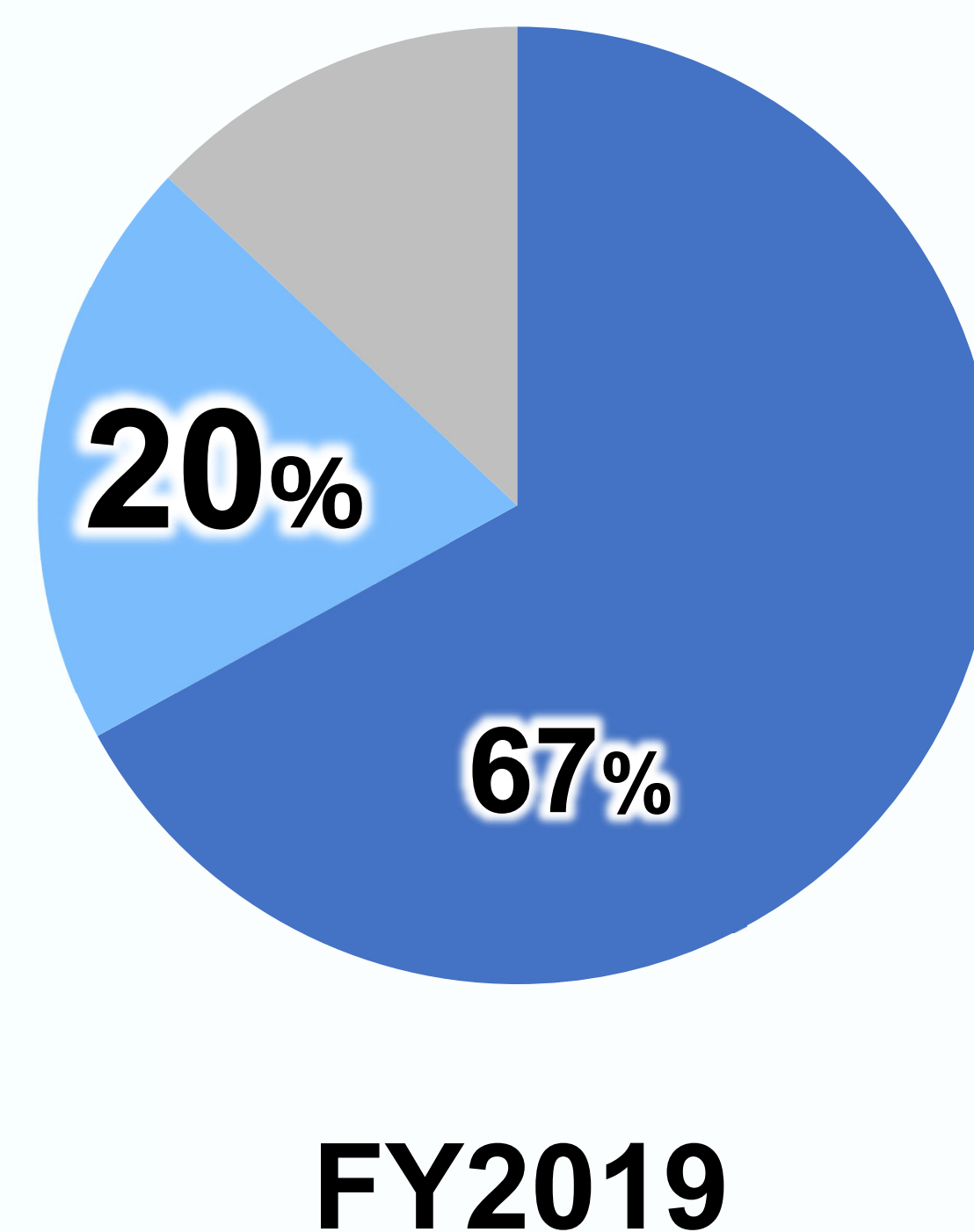
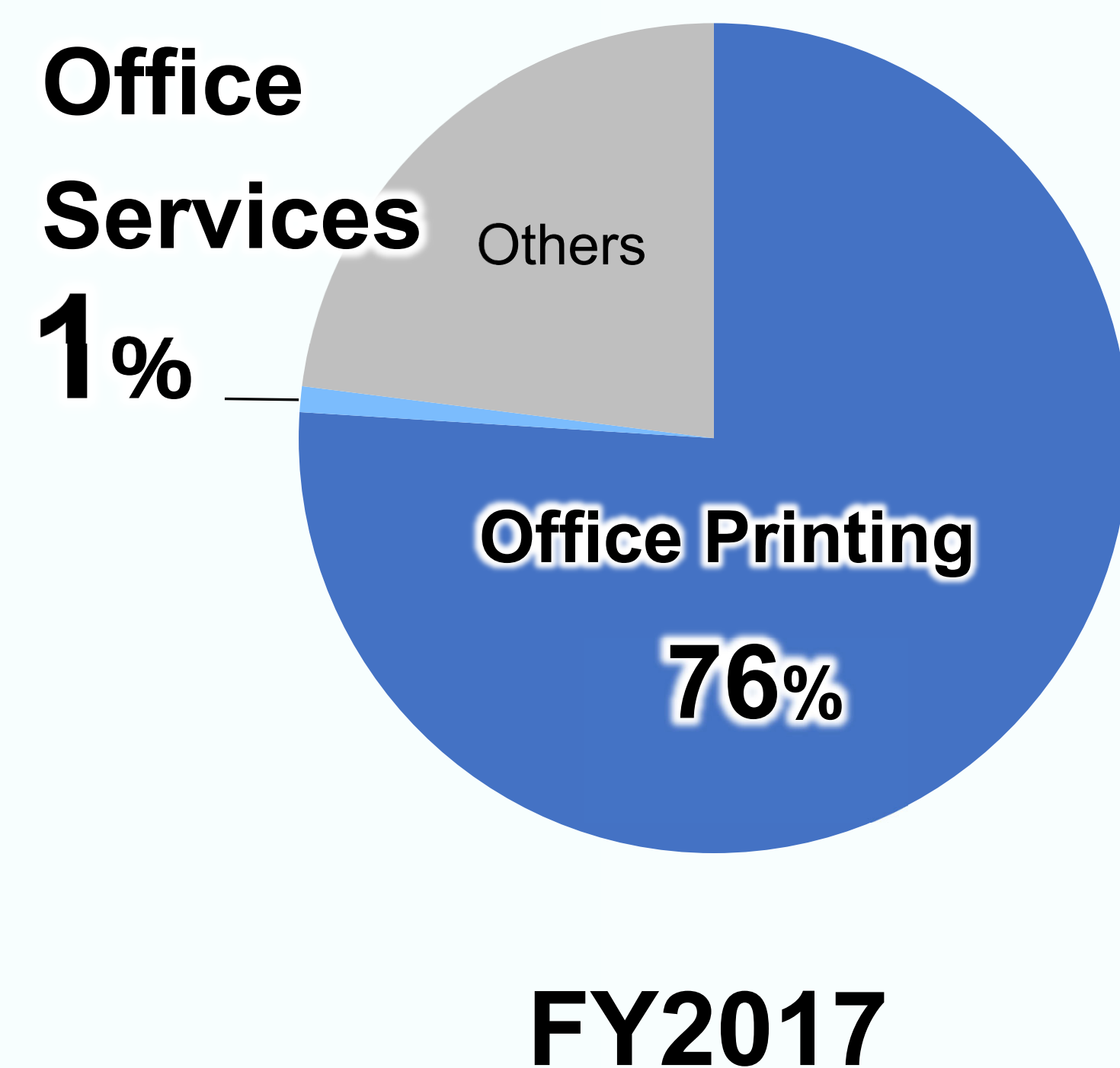
## Become digital services company by expanding office services business

Transform into a digital services company

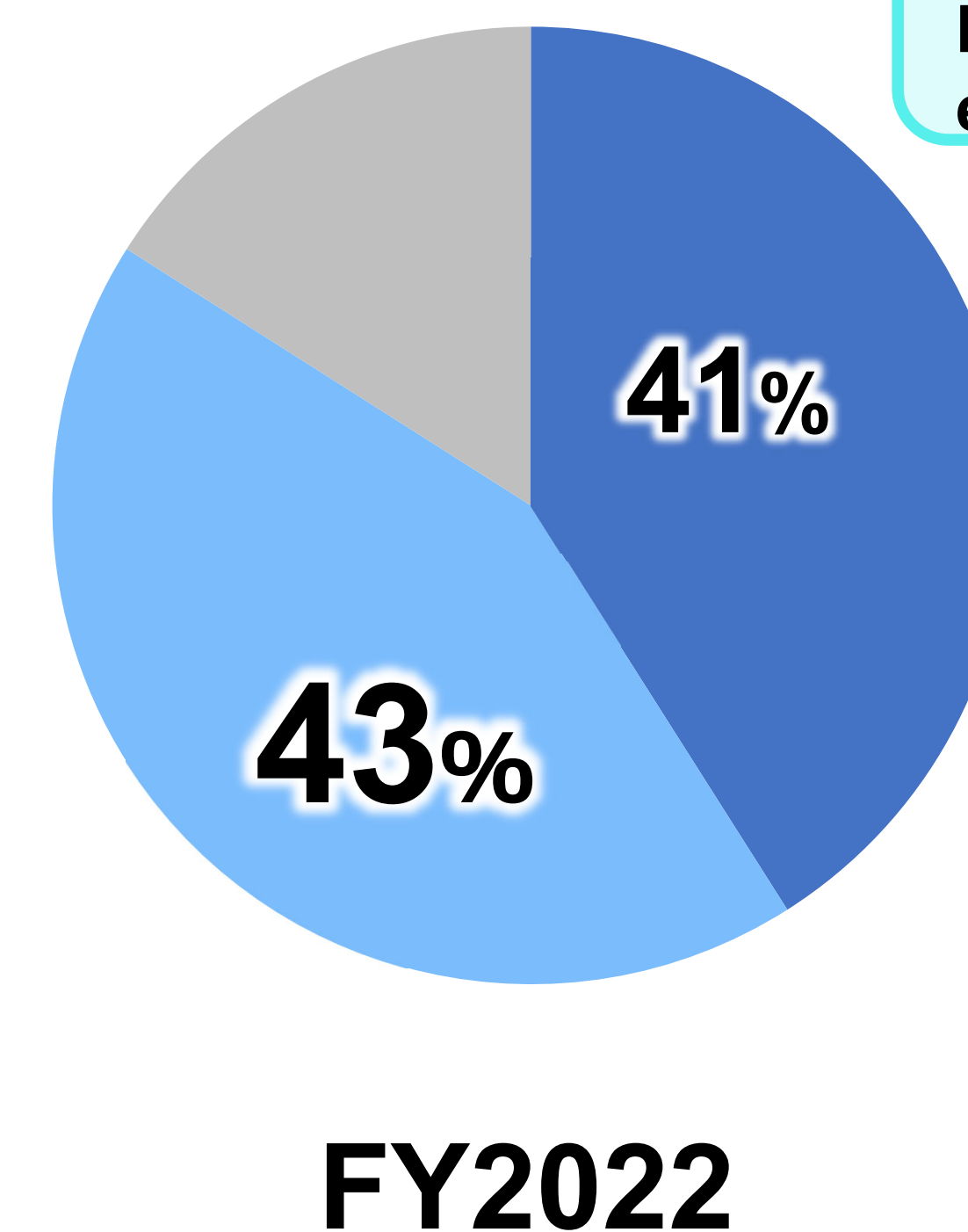
Attain world-class sustainability and ESG ratings

Maximize corporate value by keeping ROE above 10%

### Operating profit proportions of businesses

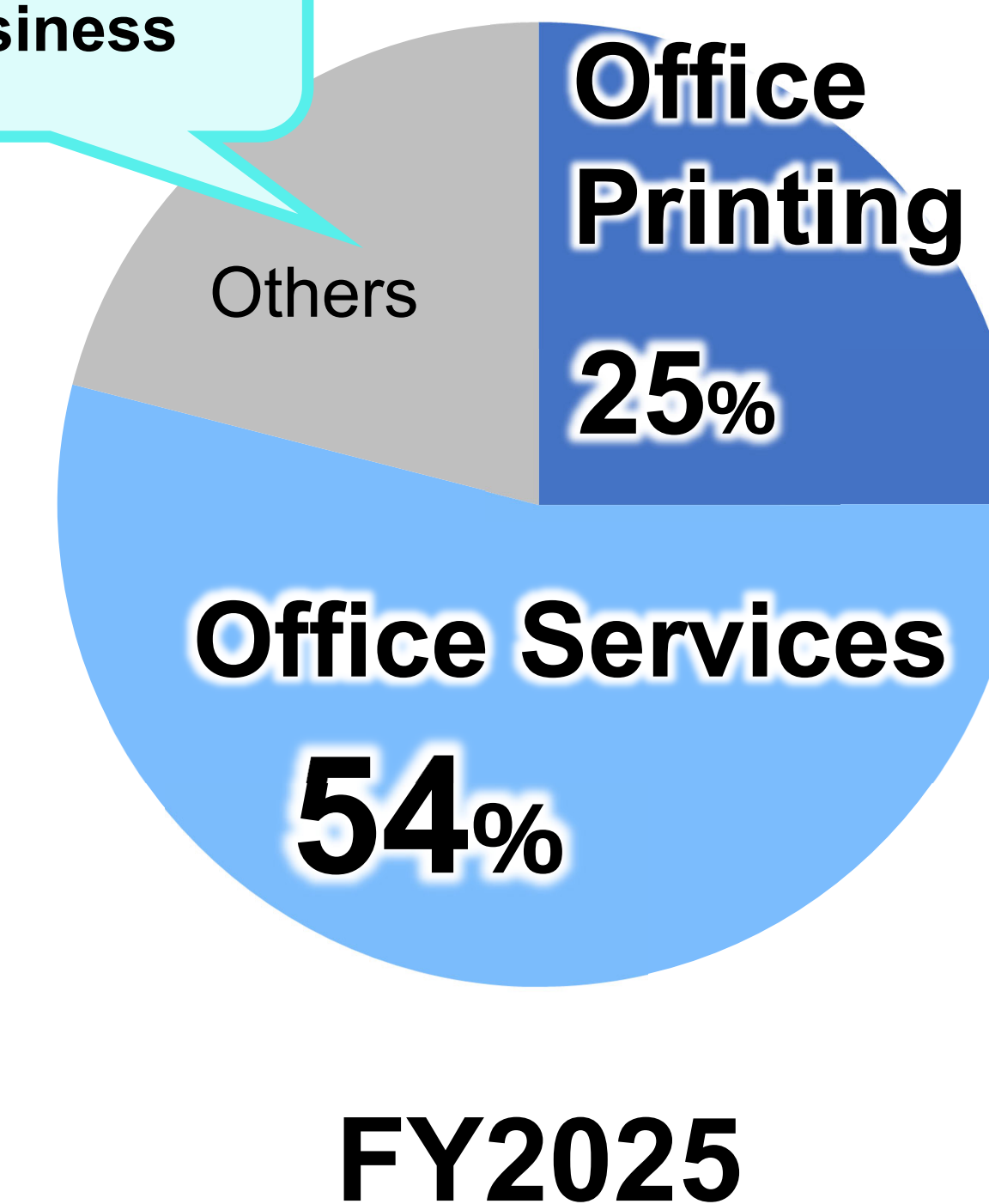


**Office Services profits overtakes Office Printing**



**Majority of operating profits**

Frontlines digitalization  
Data business  
etc.



Note: Figures after excluding corporate and eliminations and one-time factors



# ESG Initiatives and External Recognition

## ESG initiatives

- |                      |  |
|----------------------|--|
| <b>April 2017</b>    | Becomes first Japanese company to join RE100, an international initiative                          |
| <b>2018</b>          | Establishes Risk Management, Investment, and ESG committees  |
| <b>2018</b>          | Half of Board of Directors members are external directors and majority are non-executive directors |
| <b>August 2019</b>   | Becomes first Japanese company to participate in Business for Inclusive Growth initiative          |
| <b>November 2020</b> | Joins 30% Club Japan   |
| <b>March 2021</b>    | Lifts fiscal 2030 target for renewable energy utilization rate from 30% to 50%                     |
| <b>April 2021</b>    | Formulates Ricoh Group Human Rights Policy   |



## External Recognition

Transform into a digital services company

**Attain world-class sustainability and ESG ratings**

Maximize corporate value by keeping ROE above 10%

- |                      |  |
|----------------------|--|
| <b>April 2020</b>    | Shortlisted for RE100 Leadership Award   |
| <b>August 2020</b>   | Places first overall in Gomez ESG Site Ranking 2020  |
| <b>November 2020</b> | Included in the Dow Jones Sustainability World Index   |
| <b>November 2020</b> | Wins the Grand Prix award at Nikkei SDGs Management Grand Prix   |
| <b>January 2021</b>  | Wins Chairman's Award, the most prestigious of prizes bestowed, in Japan Telework Association's Telework Promotion Award |
| <b>February 2021</b> | Included in Carbon Disclosure Project climate change A list  |



# Capital Policies Driving Medium- and Long-Term Growth

Transform into a digital services company

Attain world-class sustainability and ESG ratings

**Maximize corporate value by keeping ROE above 10%**

**Financial perspective** | Maximize corporate value by keeping ROE above **10%**

- Transform profit structure by managing business portfolio
- Invest extensively in growth based on an optimal capital structure
- Target 50% total return ratio

# Resolving Social Issues through New Businesses



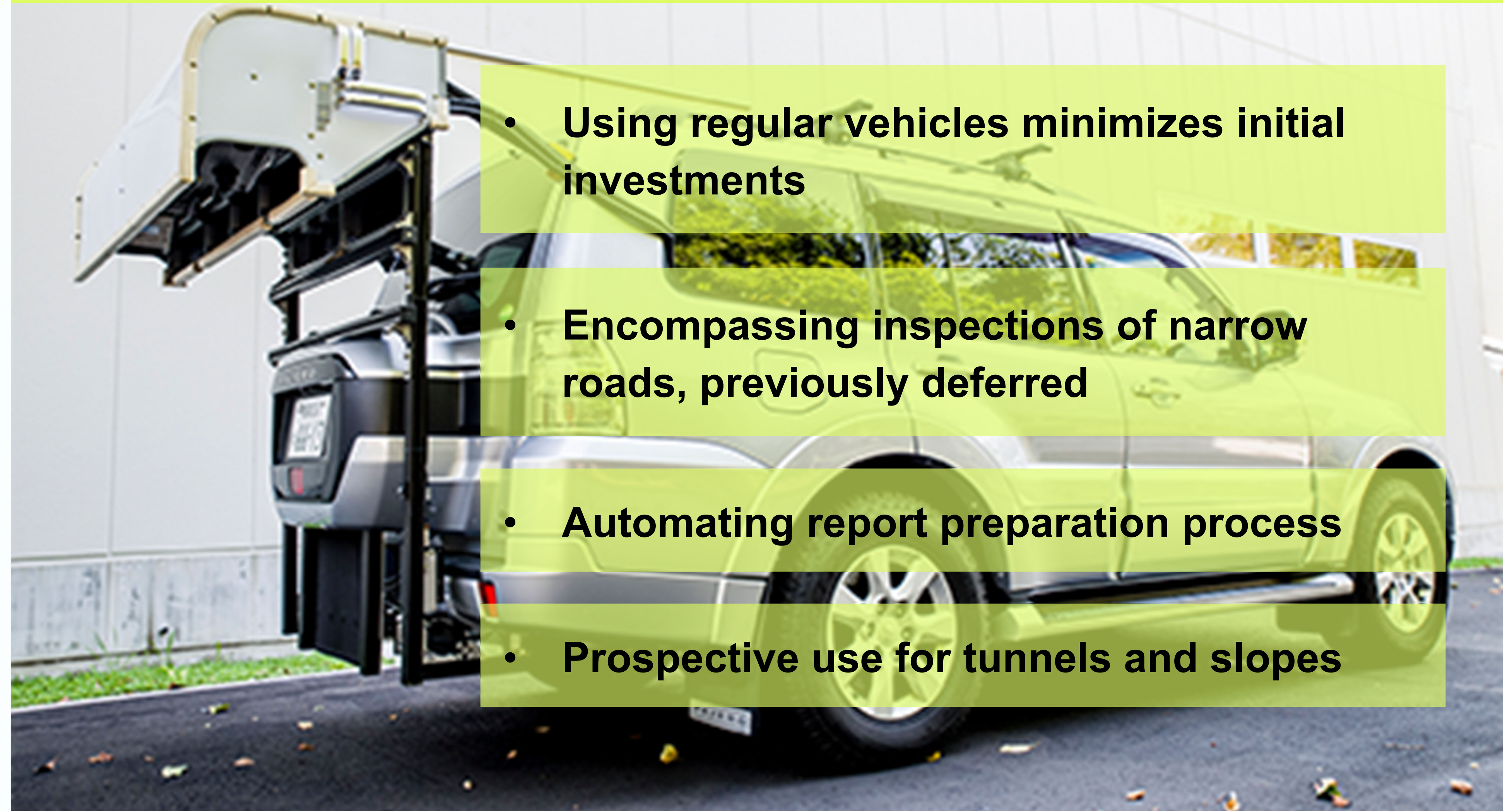
## Social Infrastructure Inspection Service:

Digitizing road surfaces to detect deterioration

### Social Issues

- Poorly surveyed prefectural and municipal roads
- Visual inspections by humans

### Solutions using Ricoh technologies



- Using regular vehicles minimizes initial investments
- Encompassing inspections of narrow roads, previously deferred
- Automating report preparation process
- Prospective use for tunnels and slopes

## Energy Harvesting:

Generates electricity from weak indoor light, eliminating the need to replace device batteries

### Social Issues

- Increasing use of sensing devices as society depends more on Internet of Things
- Effective energy usage
- Safety concerns from electrolyte leaks

### Solutions using Ricoh technologies



※試作品

- Self-supplied electricity on sensing devices
- Generate electricity even under dim indoor lighting, such as in warehouses and factories
- Solidified electrolyte for safety and exceptional durability

\*Dye Sensitized Solar Cell

**A polyactic acid sheet “PLAiR”:** A new plastic material made of plants and air

## Social Issues

- Reduce use petroleum-based materials to prevent global warming
- Expand use of plant-derived materials by reducing costs and resolving technical issues in foaming and moulding

## Solutions using Ricoh technologies

- A new carbon-neutral and biodegradable material
- Flexible and robust foamed polyactic acid sheets that leverage Ricoh’s unique foaming technology

# **Fulfillment through Work**

**We will contribute to more fulfilling work and lives  
as we progress toward our centennial in 2036**

**RICOH**  
imagine. change.