

122nd Ordinary General Meeting of Shareholders

Our Challenges

RICOH
imagine. change.

June 24, 2022

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



Continuing to Treasure Excellence



1. Staying close to changing work practices of customers

1977

Advocating office automation

Having machines handle mechanical tasks so people can perform more creative work

2020

Work's value shifting from efficiency to **creativity** that only people can offer

2036

Celebrating centennial—on to the next 100 years

Vision for 2036
Fulfillment through Work

2. Efforts to resolve social issues start with Spirit of Three Loves

Spirit of Three Loves
Founding principles



SDGs and seven material issues

Resolving social issues through business

Creativity from Work

Zero-Carbon Society

Quality of Life Enhancement

Circular Economy

Reinforcing management infrastructure

Stakeholder Engagement

Diversity and Inclusion

Open Innovation



Medium-Term Outlook



Key Challenges and Initiatives

Key Challenges



Initiatives

- 1 Adopt business unit structure
- 2 Bolster digital services
- 3 Reinforce management infrastructure
- 4 Balance business and ESG
- 5 Execute capital policy



Fiscal 2025 Financial Targets

Objectives

Be a digital services company that supports worker creativity workers and connects workplaces

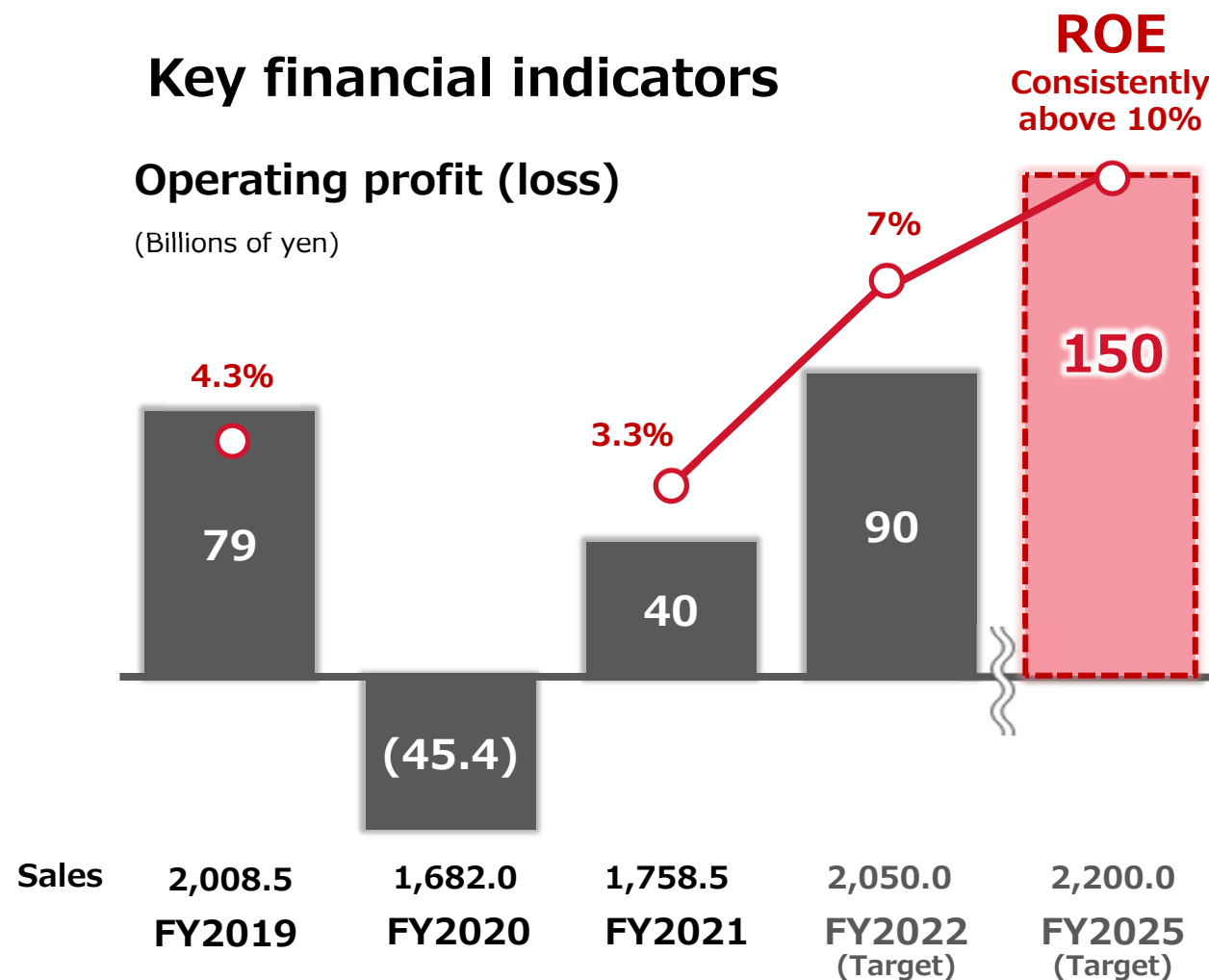
Fiscal 2022 ROE was 7%

Realize business structure delivering ROE consistently above 10% by fiscal 2025

Key financial indicators

Operating profit (loss)

(Billions of yen)



Figures exclude prospective impacts from acquisitions

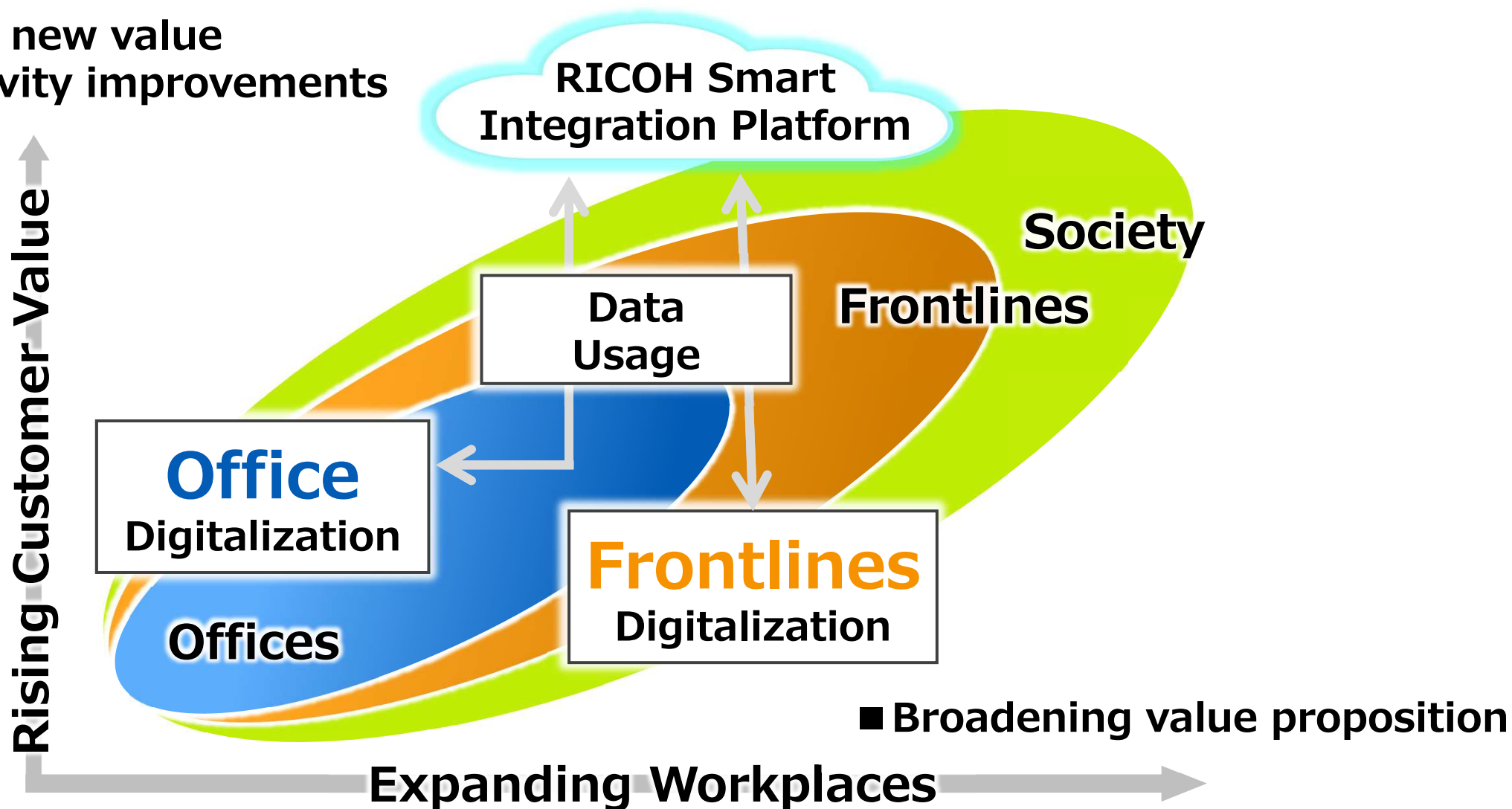


Initiatives Underpinning Solid Growth



Ricoh's Broadening Value Proposition

- Creating new value
- Productivity improvements



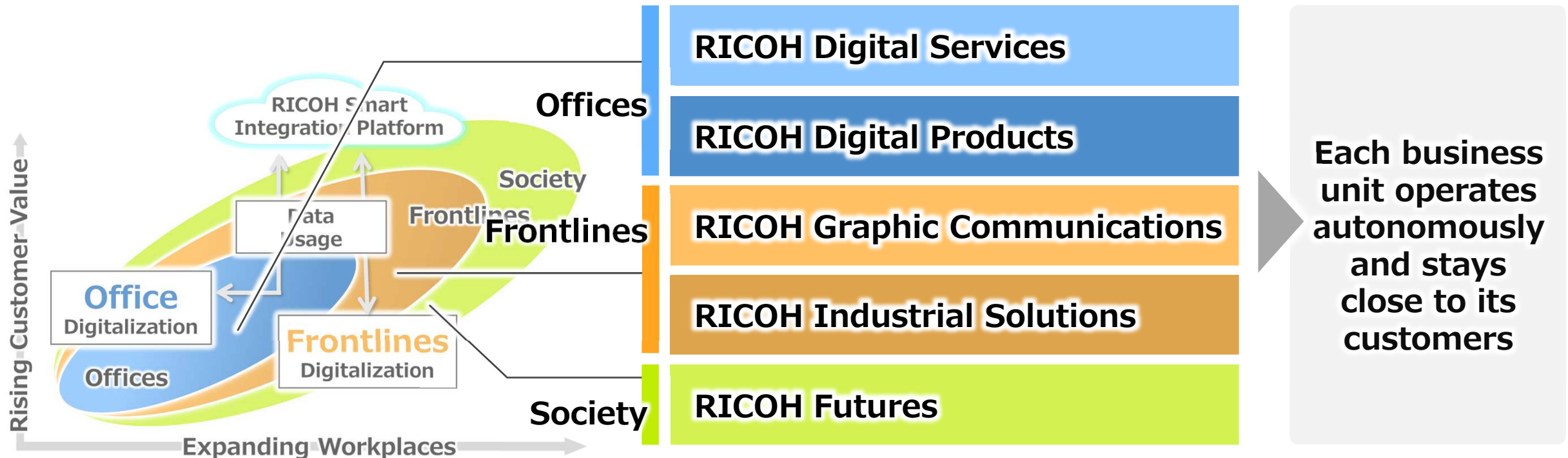


1. Adopt Business Unit Structure

Goals

- Delegate authority to accelerate decision making
- Rigorously manage portfolio to improve capital efficiency

Our five business units

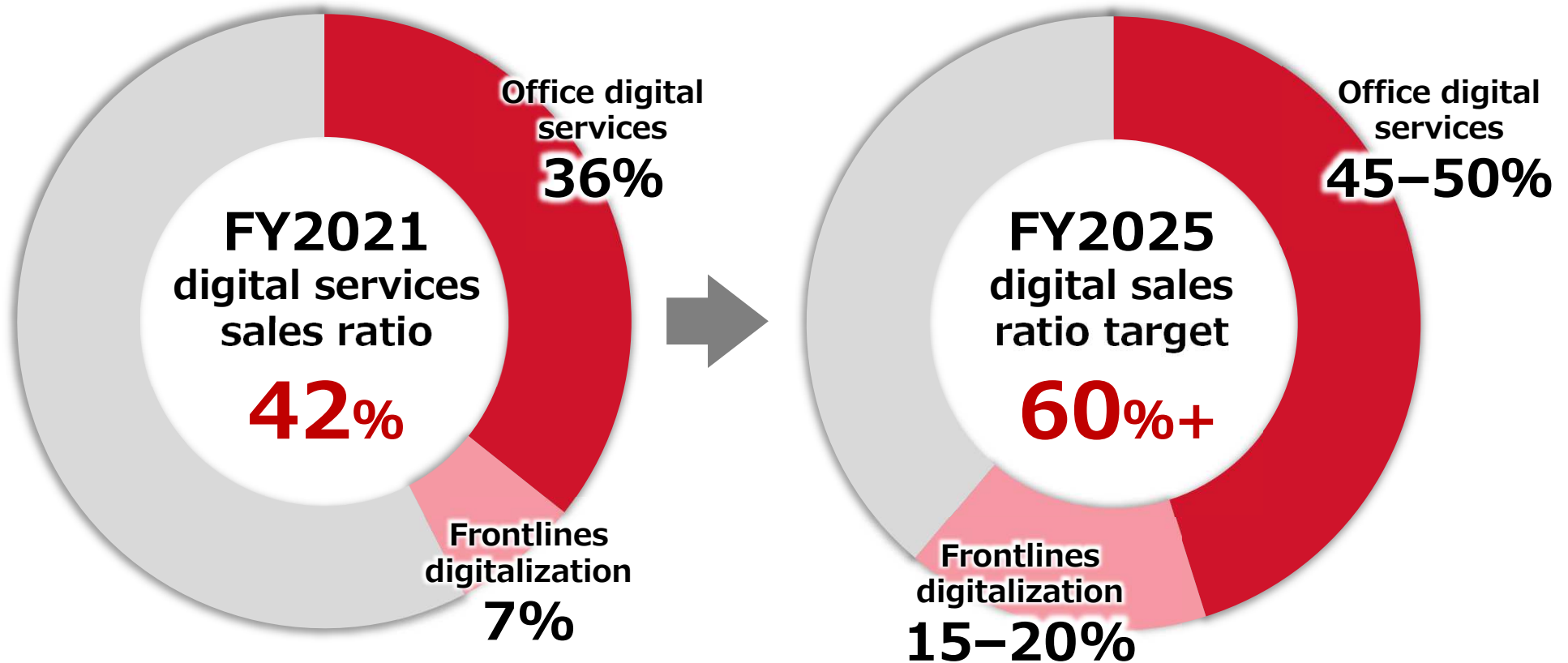




2. Bolster Digital Services

Digital Services Sales Ratio

Target digital sales services ratio of over **60%** by fiscal 2025

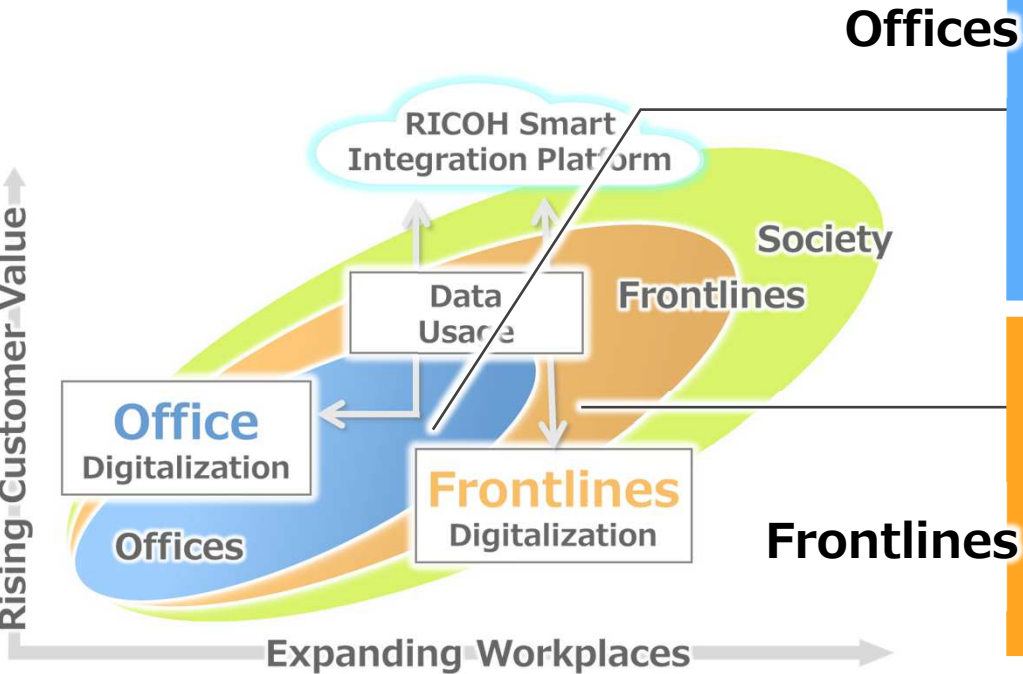




2. Bolster Digital Services

Digital Services Leveraging Existing Strengths

Expand new digital services offerings



Digital services

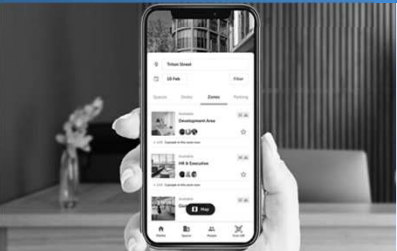
Existing strengths

RICOH AV Services



Conference room infrastructure and systems construction and maintenance and services

RICOH Spaces



Solution for cloud-based desk and meeting room reservations and management

RICOH Smart Locker



Parcel delivery locker maintenance service in Europe and Americas

Global services coverage

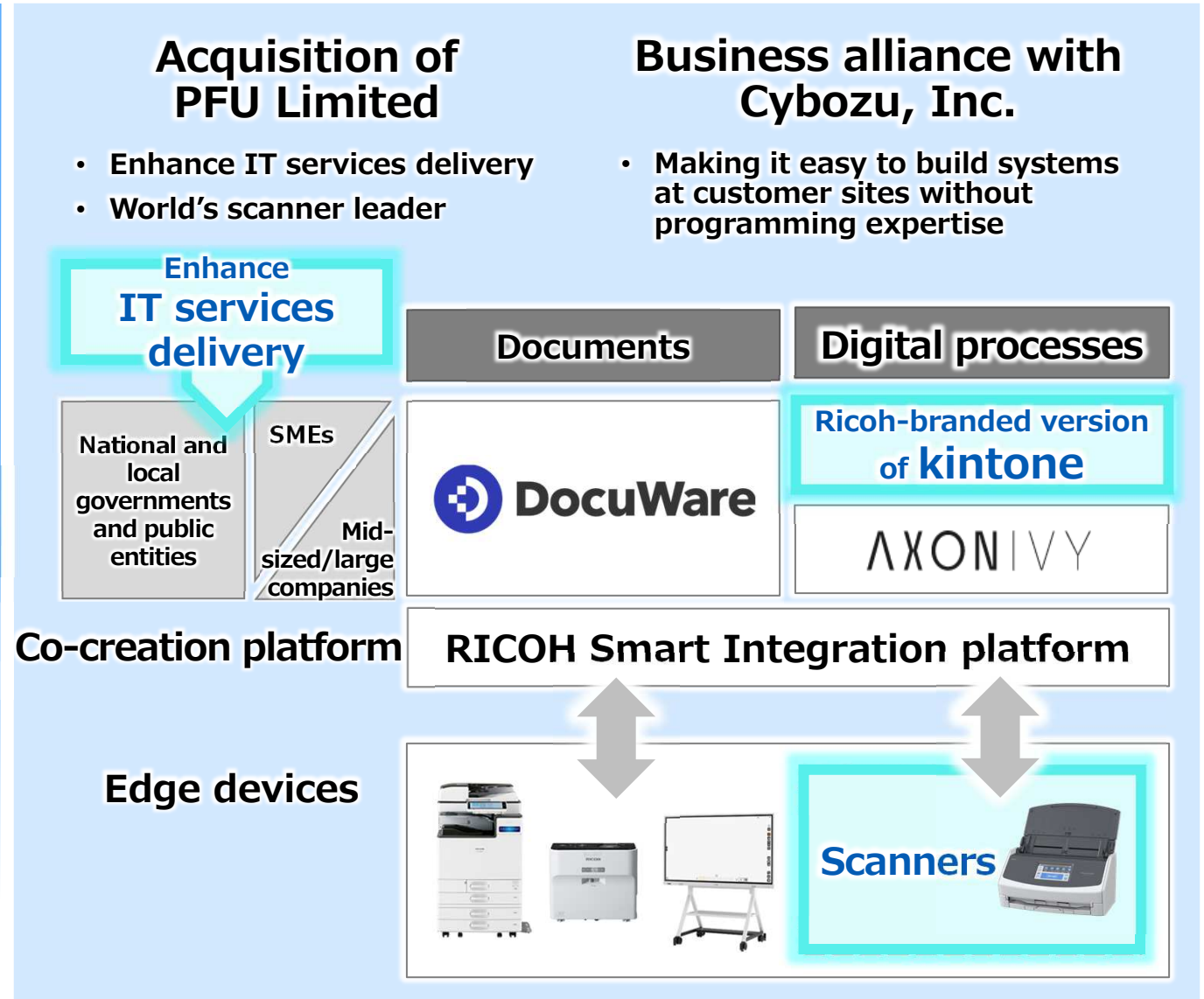
Service personnel technical expertise cultivated through MFPs

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The diagram illustrates the relationship between Office Digitalization, Frontlines Digitalization, and Data Usage. It features two axes: a vertical axis labeled 'Rising Customer Value' and a horizontal axis labeled 'Expanding Workplaces'.

- Office Digitalization:** Represented by a blue oval on the left, containing the text 'Offices'.
- Frontlines Digitalization:** Represented by an orange oval on the right, containing the text 'Frontlines'.
- Data Usage:** A central box with arrows pointing to and from the Office and Frontlines Digitalization areas.
- Integration Platform:** A light blue oval at the top, with arrows pointing to the Office and Frontlines Digitalization areas.
- Society:** A light green oval at the top right, with an arrow pointing to the Frontlines Digitalization area.

A diagonal line separates the Office Digitalization area from the Frontlines Digitalization area, passing through the Data Usage box.





3. Reinforce Business Infrastructure

Human Capital Transformation

Cultivate talent that serves digital services company needs

Involve personnel from
acquired companies in Group
collaboration efforts



Increase cash flow by adding
value and improving
productivity



Enhance corporate value

Keep monitoring per-capita profitability
(Improve ROIC \Rightarrow Enhance ROE)

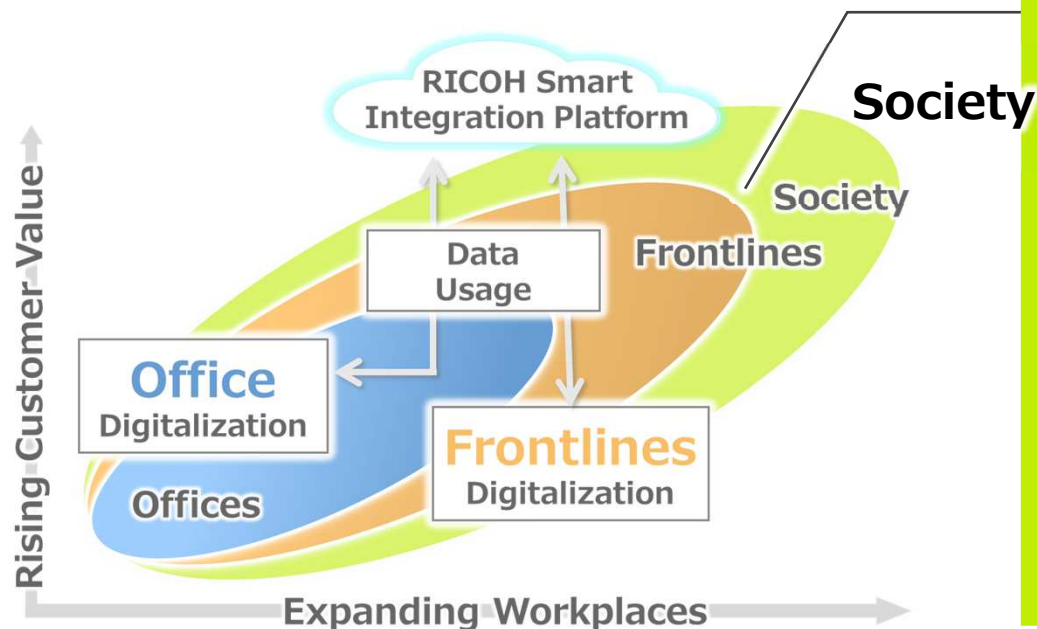


Reduce capital costs by stabilizing
management infrastructure

4. Balance Business and ESG

New Businesses Contributing to Sustainability

Commercialize socially beneficial ideas



Ricoh's Strengths

PLAiR biomass plastic from plants and air



Does not increase carbon dioxide emissions when incinerated, with diverse applications including packaging and containers

Cultivated in printing business

Dispersion technology

Flexible energy harvesting devices



Advanced film-based, lightweight solar cells that can generate electricity in indoor lighting or in shade

Organic photoreceptor technology

Using mRNA to support drug discovery



Developing and manufacturing pharmaceuticals under contract for messenger RNA drugs (COVID-19 vaccines being an application of such technology)

Production technologies & Quality control technologies

4. Balance Business and ESG External SDG-Related Recognition

Earning acclaim for ESG and SDG initiatives

Balancing
Business and ESG

Business



External SDG-related recognition in fiscal 2021

Dow Jones Sustainability World Index

Included for two consecutive years
(One of 322 companies chosen among 3,455 prominent companies)



Dow Jones
Sustainability Indexes

Nikkei SDGs Management Survey

Obtained top-ranking five stars for third consecutive year
(One of 8 companies in that rank from 846 surveyed)



経営調査 2021 ★★★★★

S&P Global Sustainability Award

Received Gold Class recognition
(In top 1% of 7,500 companies assessed)

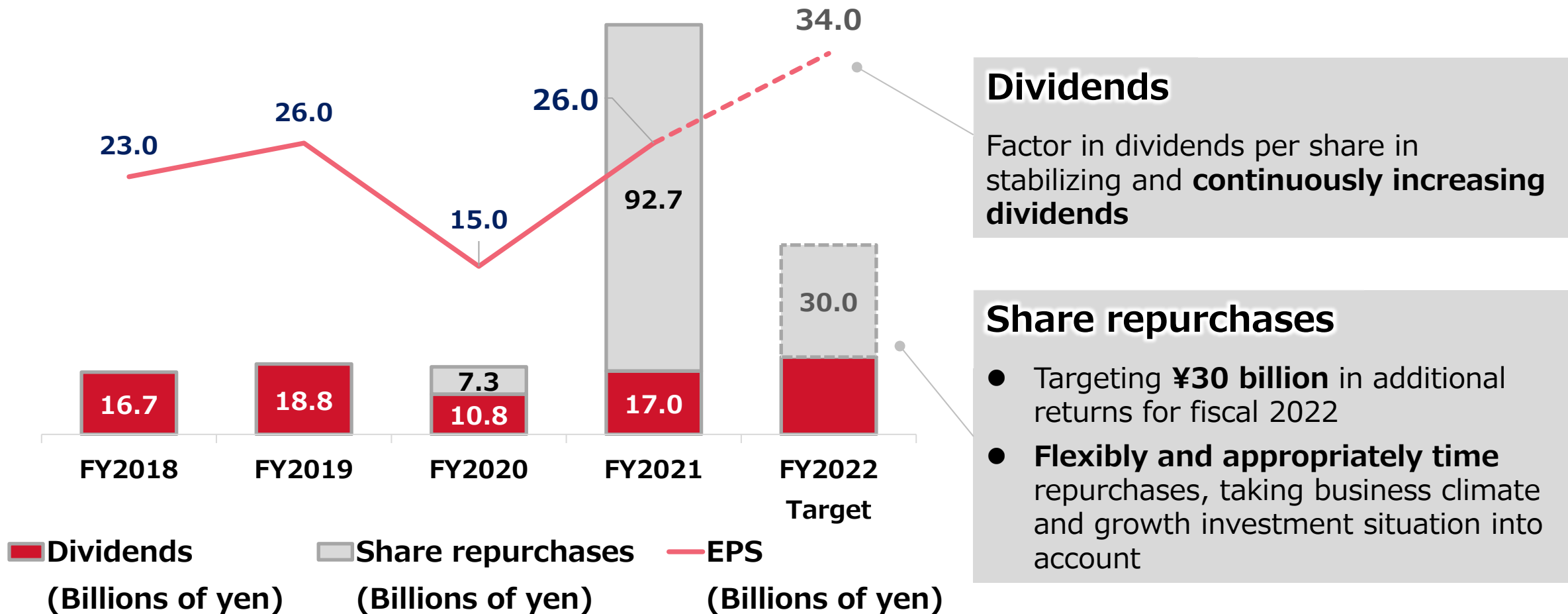
Sustainability Award
Industry Mover 2021

S&P Global



5. Execute Capital Policy

Maintaining total return ratio target of **50%**





Fulfillment through Work

Fulfillment through Work

Work can be stressful at times.

But also incredibly fulfilling when you overcome a challenge. Fulfillment through Work.

The foundation of this is the Spirit of Three Loves that Ricoh has pursued tirelessly since the company was established in 1936.

We launched office automation in 1977. We wanted to revolutionize work by releasing workers from the tedium of endless repetitive tasks so that they could enjoy that feeling gained from achievement and self-development one gains from completing more engaging tasks.

By 2017, this had developed further to become our value proposition, **EMPOWERING DIGITAL WORKPLACES**, where we empower workers' creativity and improve workplaces.

Ricoh provides services to enable individuals to work wherever and whenever they want.

We want to provide a future where all workers, workplaces, and workflows will be connected and thus contribute to a more sustainable society where people are empowered to innovate.

Ricoh is changing this moment in time by imagining the future, and by providing fulfillment through work, we will

enhance the quality of life.

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