

**Initiatives
to Enhance
Returns on
Capital**

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Pursuing RICOH Take Off

Simultaneously deploy growth strategies, enhance returns on capital, and reform governance

Growth strategies deployment

Implement RICOH Ignite growth strategies, reaching targets for FY2022 and generating sustainable growth thereafter

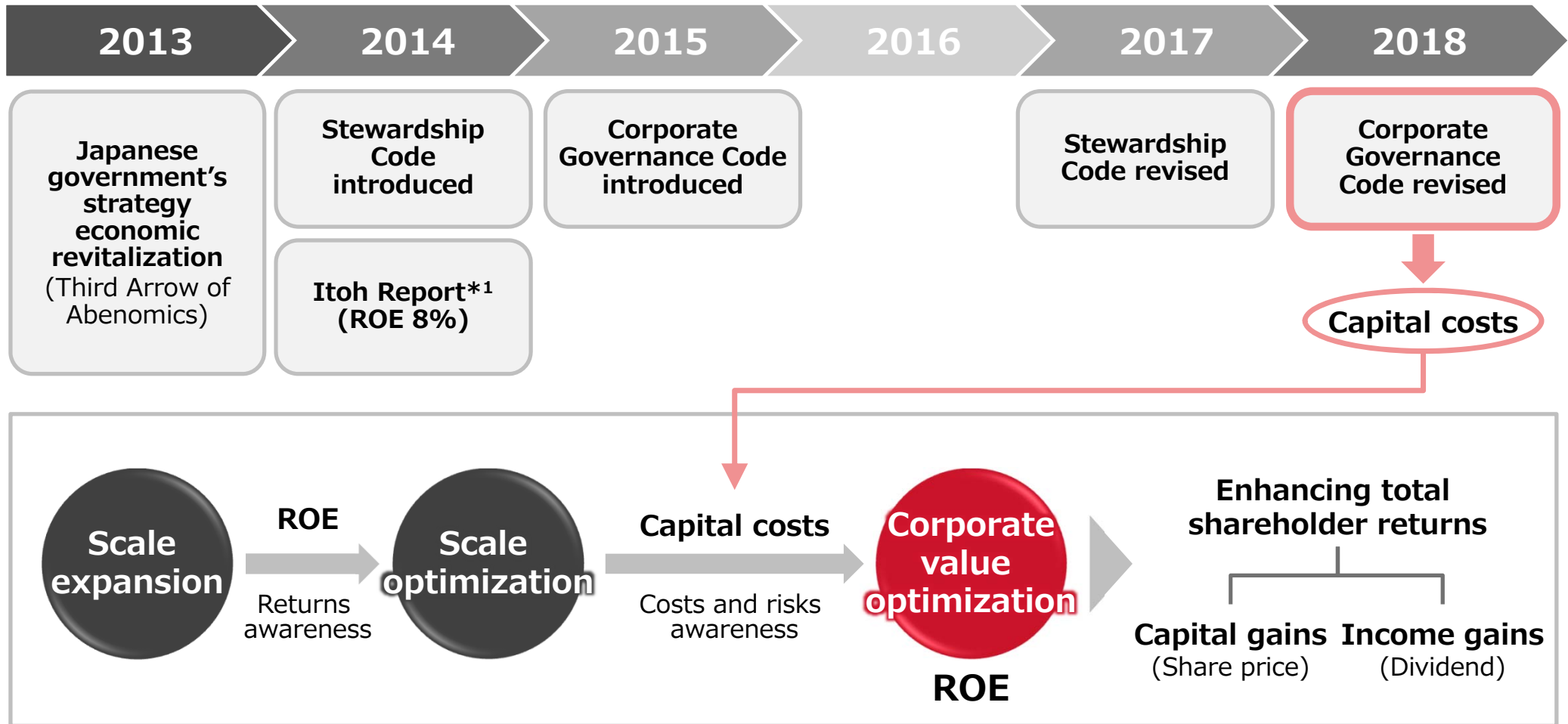
Enhance returns on capital

Enhance returns on capital and materialize growth strategies by deploying appropriate capital policies and investments

Corporate governance reforms

Driving growth strategies by properly evaluated and incentivized corporate governance system

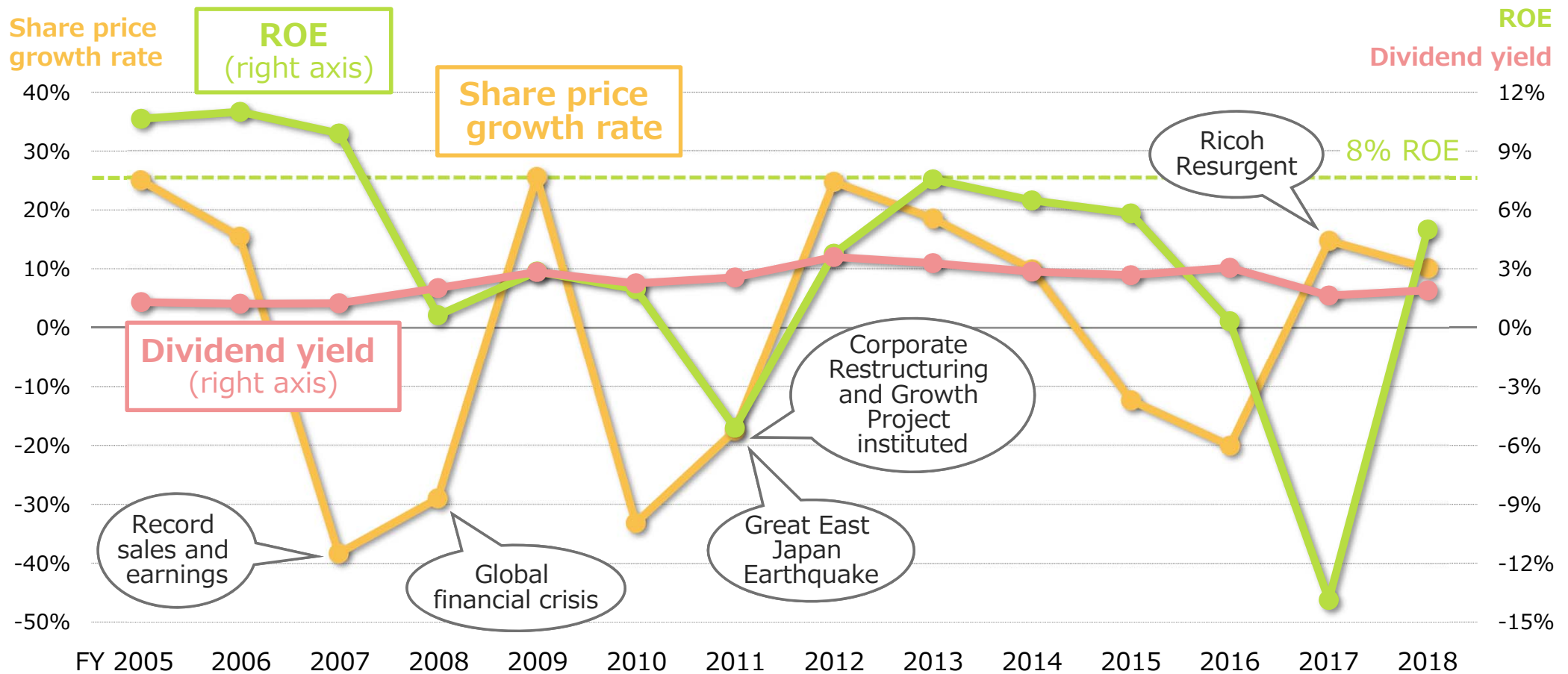
Changing Corporate Value Improvement Perspectives



*1: Japan's Ministry of Economy, Trade and Industry commissioned Professor Kunio Ito of Hitotsubashi University to chair the following project: Competitiveness and Incentives for Sustainable Growth: Building Favorable Relationships between Companies and Investors, with the final report being called the Ito Report.

Capital Market Assessments

We will need to overhaul our earnings and business structures

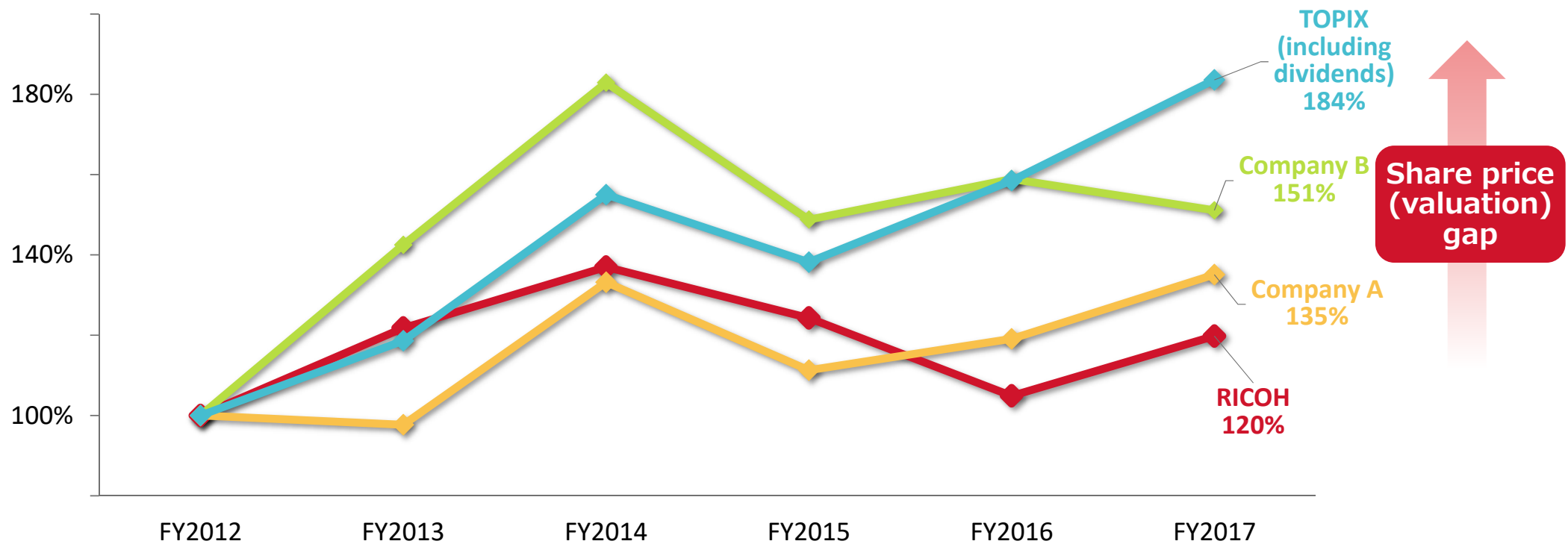


Note: FY2018 figures are forecasts

Total Shareholder Return

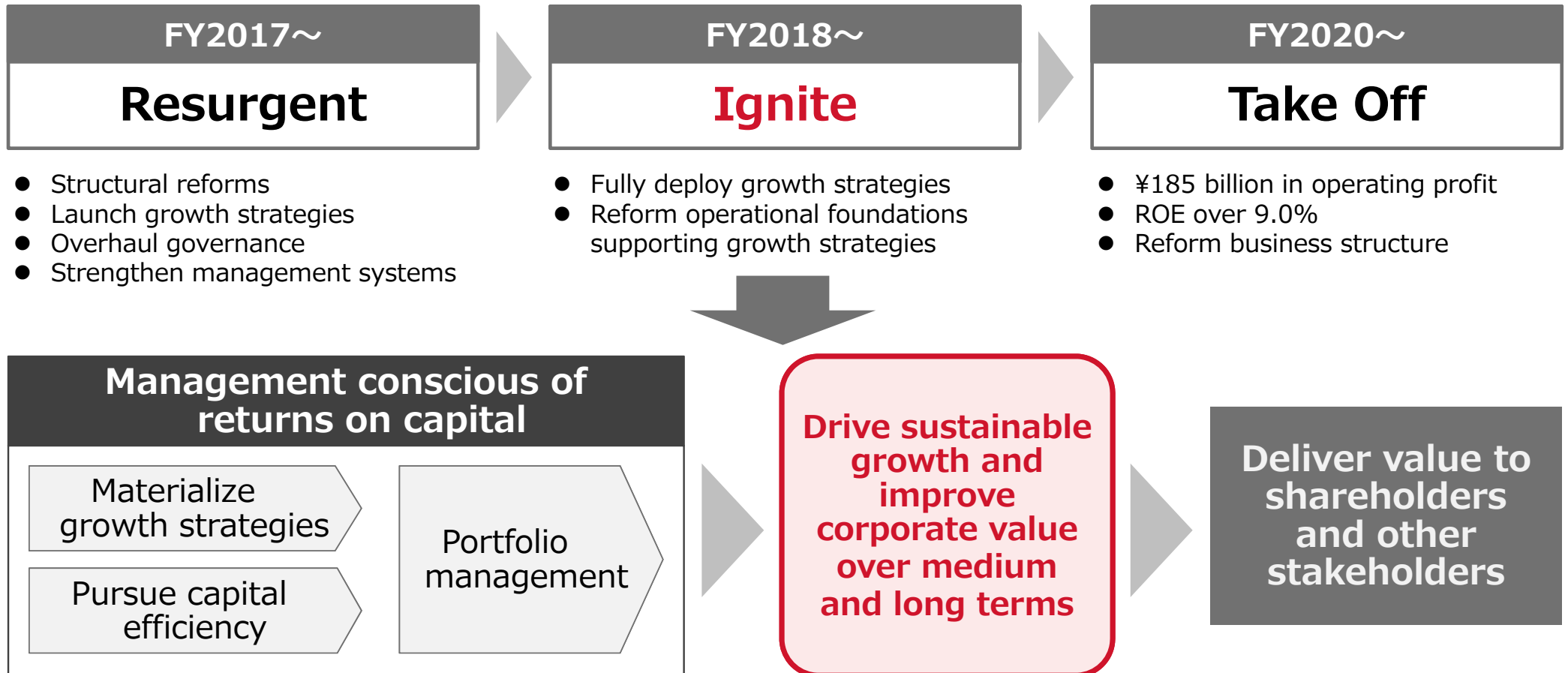
Improve evaluation from investors and eliminate valuation gap through management focusing on returns on capital

Total shareholder return (Accumulated dividends over years one through five)

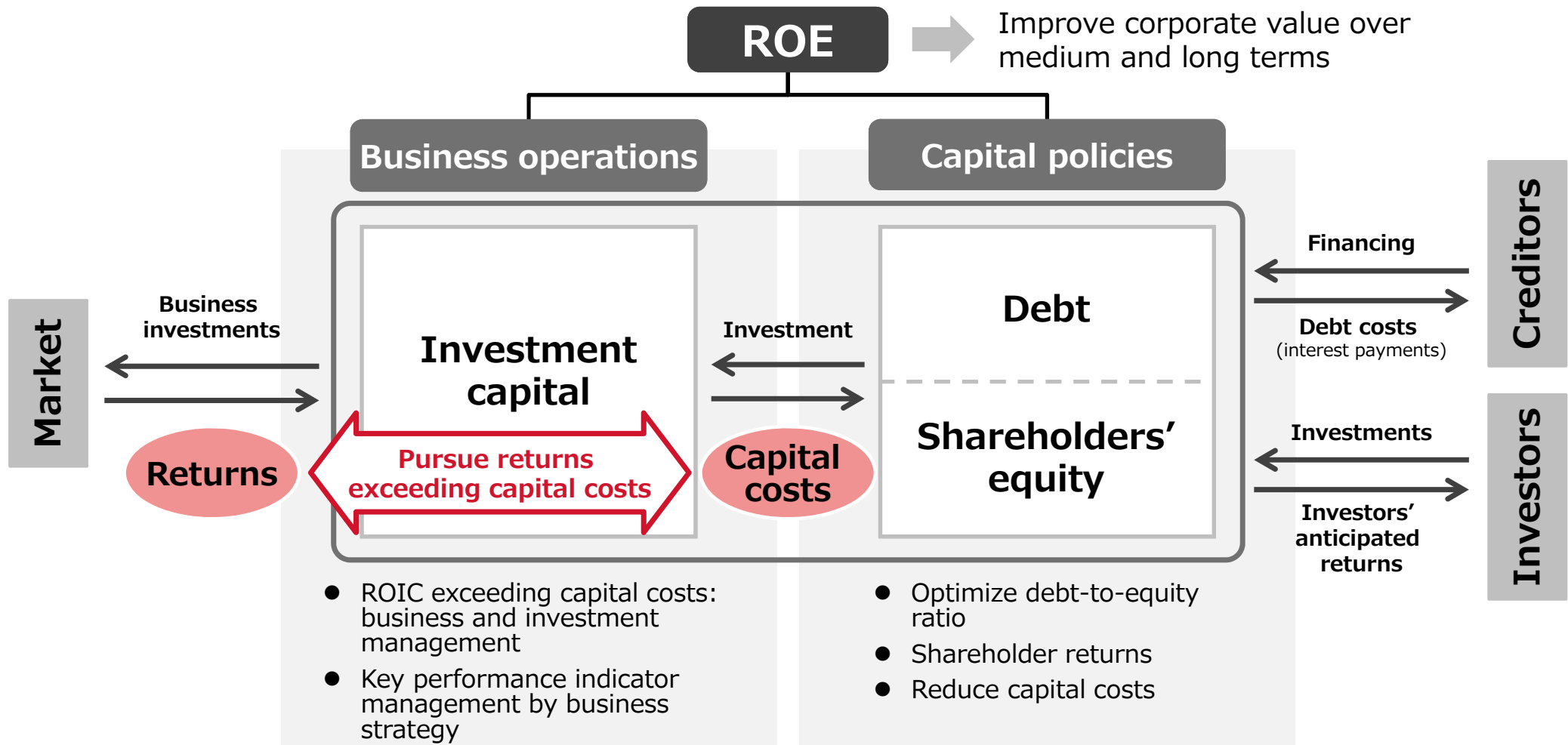


Management that Pursues Sustainable Growth and Lifts Corporate Value over the Medium and Long Terms

Need to make more robust investment and business portfolio management in fully pursuing growth strategies with conscious of returns on capital

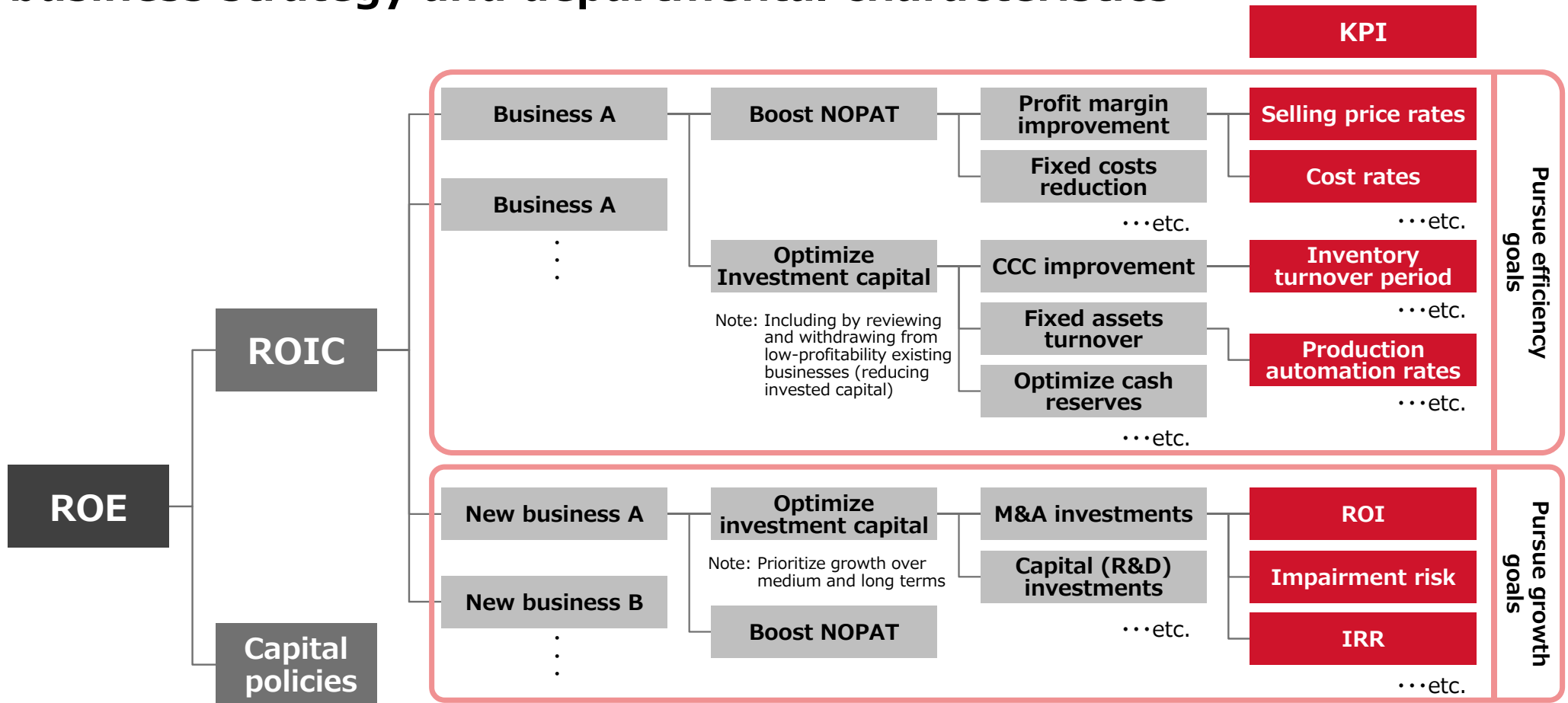


Returns on Capital-Centric Business Operations and Capital Policies



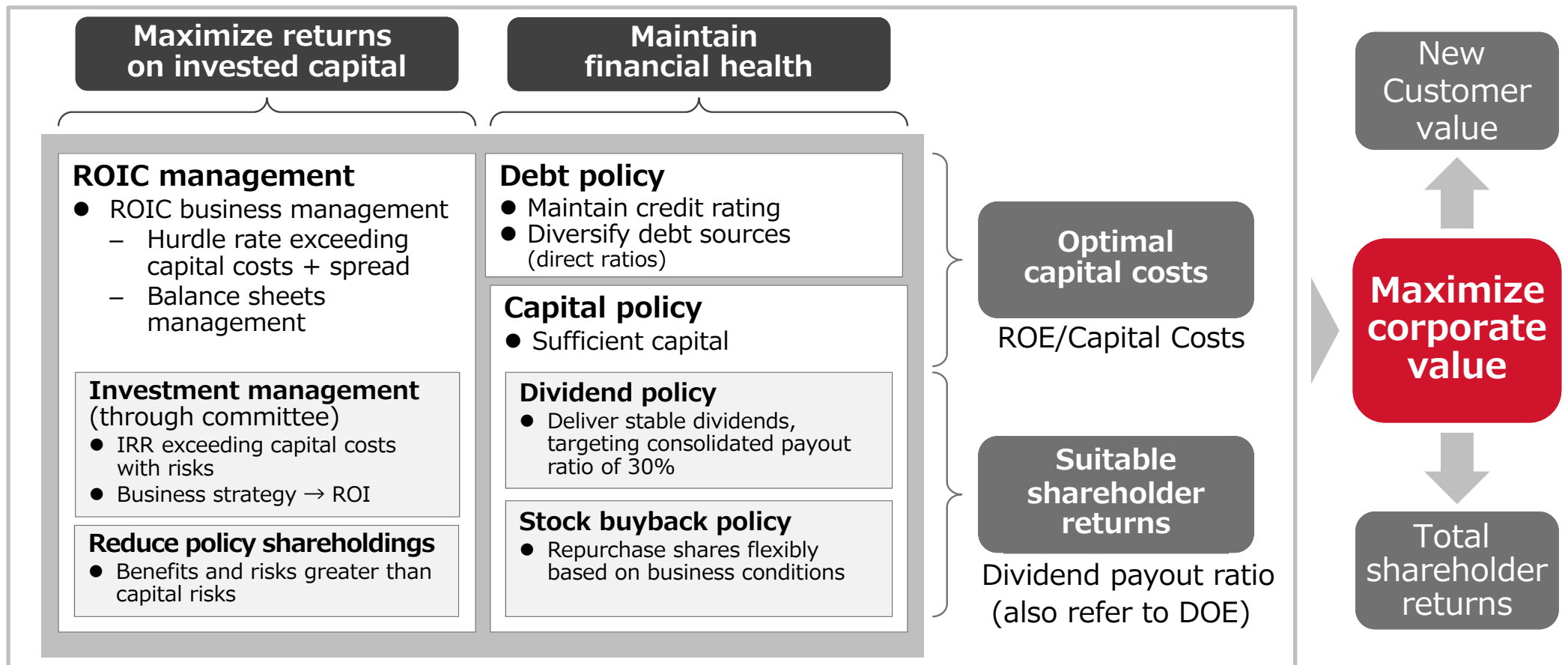
Example ROIC Tree Matching Business Strategies

Deploying using ROIC tree in line with business strategy and departmental characteristics



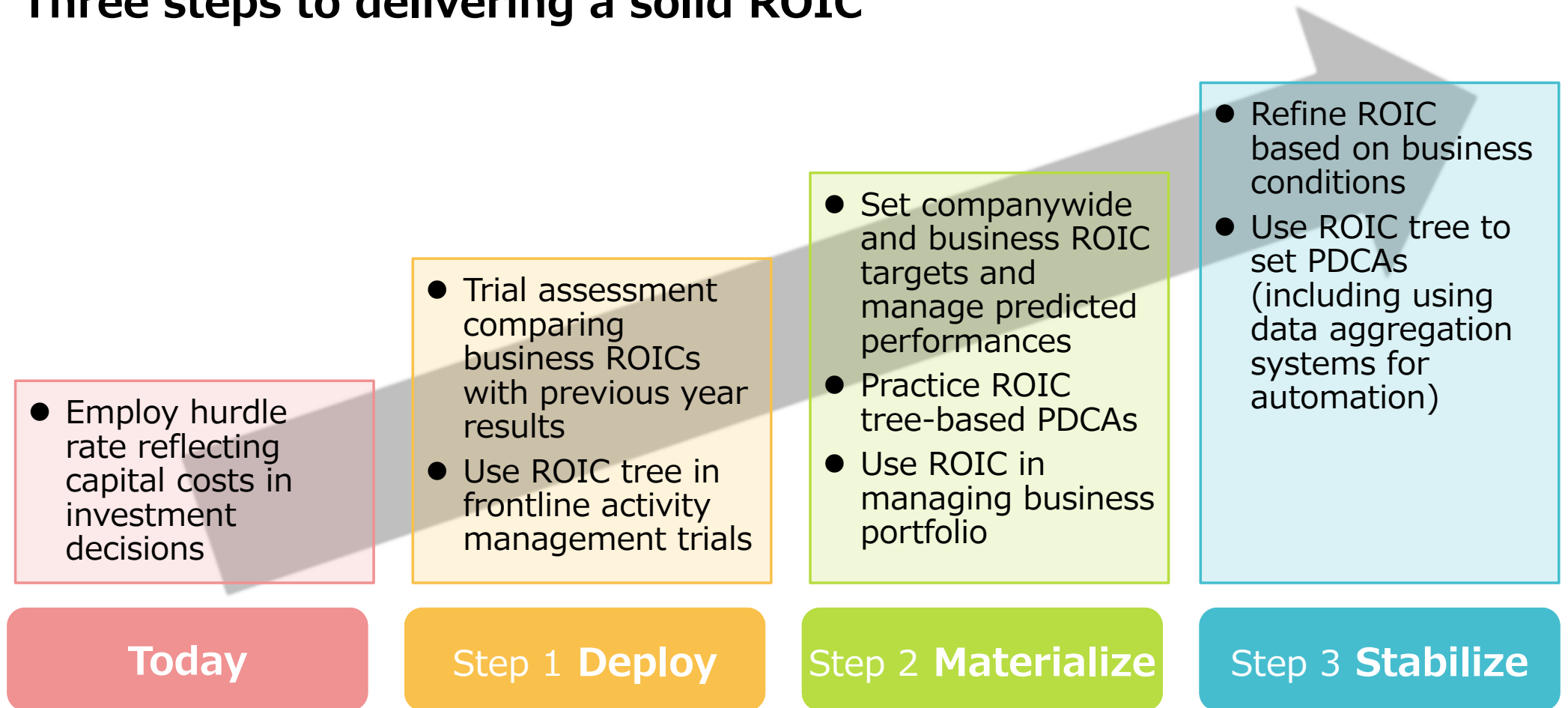
Capital Policies Map

Keep tabs on capital costs and financial health while maximizing investment returns and corporate value



ROIC Roadmap

Three steps to delivering a solid ROIC



RICOH

imagine. change.

Forward-Looking Statements

The plans, prospects, strategies and other statements, except for the historical events, mentioned in this material are forward-looking statements with respect to future events and business results. Those statements were made based on the judgment of Ricoh's Directors from the information that is now obtainable. Actual results may differ materially from those projected or implied in such forward-looking statements and from any historical trends. Please refrain from judging only from these forward-looking statements with respect to future events and business results. The following important factors, without limiting the generality of the foregoing, could affect future results and could cause those results to differ materially from those expressed in the forward-looking statements:

- a. General economic conditions and business trend
- b. Exchange rates and their fluctuations
- c. Rapid technological innovation
- d. Uncertainty as to Ricoh's ability to continue to design, develop, produce and market products and services that achieve market acceptance in hot competitive market

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**Note: In this document, fiscal years are defined as follows:
FY2018 = Fiscal year ended March 31, 2019, etc.**