

19th Mid-Term Management Plan (April 2017–March 2020)

With the announcement of RICOH Ignite in the year ended March 31, 2019, we steered toward fiscal growth and steadily regained profitability. The year ending March 31, 2020 will be the final year of RICOH Ignite, an important time for us to prepare for RICOH Lift Off, our next growth stage.

Sustainable growth stages



RICOH Ignite

Ricoh is progressing with efforts to deploy growth strategies, enhance returns on capital, and reform corporate governance to materialize RICOH Lift Off from the year ending March 31, 2021.

Growth strategies deployment

Implement RICOH Ignite growth strategies, reaching targets for the year ending March 31, 2023 and generating sustainable growth thereafter

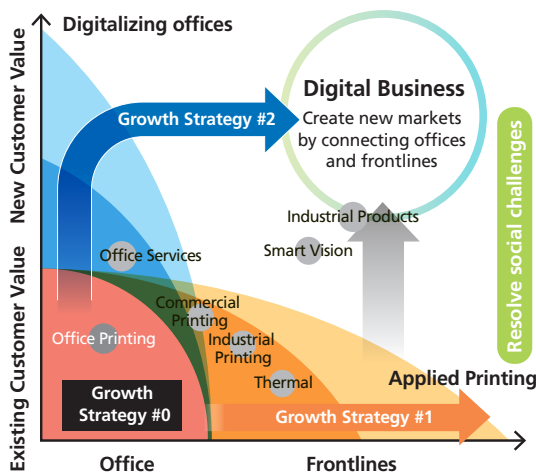
Enhance returns on capital

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

Three growth strategies leveraging strengths



Key initiatives and KPIs for the year ended March 31, 2019

Growth Strategy #0	Improve ability to generate earnings through rigorous sales price management	Bolstered profitability of Office Printing business by managing selling prices MFP price management progressed as planned Boosted unit selling prices in Europe and United States
Growth Strategy #1	Increase of commercial printer MIF >1 by launching new models	Increased unit sales of RICOH Pro C7200 and RICOH Pro C9200 series from a year earlier An increase in operating units contributed to improved non-hardware earnings
Growth Strategy #2	Enrichment of applications on the integrated platform	Launched advanced MFPs and applications that enhance customer business efficiency



Growth strategies deployment

Toward the year ending March 31, 2023

Growth Strategy #0 > P.25

Increase profitability by evolving MFPs and pursue operational excellence

- 1 Strengthen efforts in growth areas
Expand sales of advanced IM C series MFPs
- 2 Pursue operational excellence
Launch new production site in southern China and enhance service efficiency with new models
- 3 Establish new earnings model
Encourage customers to secure Ricoh Smart Integration > IIDs and shift to the platform business

Growth Strategy #1

Grow Commercial Printing and Thermal businesses earnings and invest heavily to drive Industrial Printing business growth

Commercial Printing > P.29

- 1 Increase non-hardware sales portion by establishing MIF base
- 2 Customer-oriented O2D transition
- 3 Reinforce dealer channel and emerging countries

Industrial Printing > P.31

- 1 Establish MIF base for profitability
- 2 Expand textile business
- 3 Reinforce capabilities by M&A

Thermal > P.33

- 1 Grow food labeling and e-commerce businesses with demand increase (DT)
- 2 Expand market share in emerging countries (TTR)
- 3 Launch Laser Solution business

Growth Strategy #2

Expand Office Services business earnings and create new businesses that leverage core technologies

Industrial Products > P.34

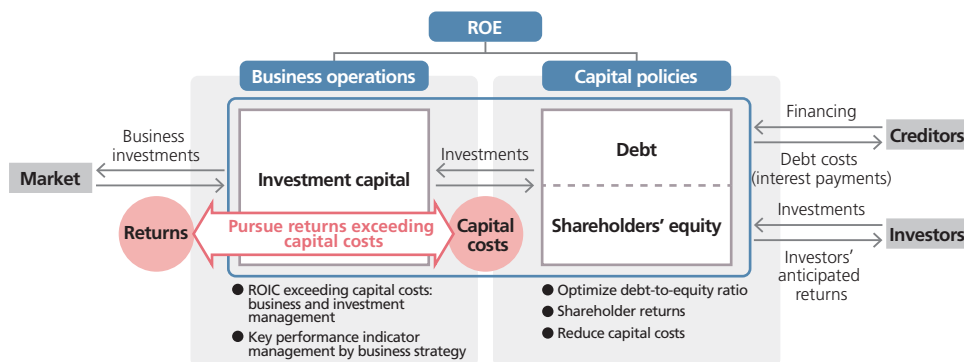
- 1 Increase the number of vehicle models using Ricoh's stereo camera
- 2 Gain share of large screen laser Head-up Display (HUD) market
- 3 Reinforce sensing business in industrial vertical

Smart Vision > P.35

- 1 Promote THETA in B2B businesses
- 2 Expand customer base of data services (THETA 360.biz)
- 3 Improve profitability of the digital camera business

Enhance returns on capital

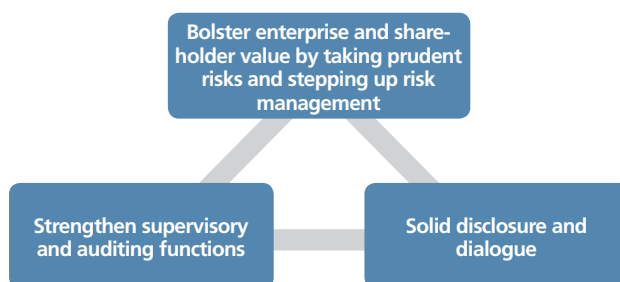
Returns on capital-centric business operations and capital policies



In preparation for the 20th Mid-Term Management Plan, we are managing investments by instituting business unit ROIC requirements and departmental KPI management to drive profitability. We will maximize ROIC and corporate value while keeping close tabs on our capital costs and financial health.

Corporate governance reforms

Basic Stance on Governance



We pursue world-class governance reforms as befitting a global player. It is accordingly important to eschew the superficial and engage in practical and effective corporate governance. Our approach has drawn on the three concepts on the left.

- RICOH Ignite Initiatives
 - Reinforced executive officer appointment and dismissal process
 - Introduced stock price-linked remuneration
 - Increased independence of auditor appointments
 - Established Risk Management Committee

Refer to this page

1 RSI
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