

Corporate Governance

Message from the Chairperson of the Board of Directors



Keisuke Yokoo

Chairperson of the Board of Directors, Outside Director

Reviewing the year

At the beginning of my message in the previous integrated report as Chairperson of the Board of Directors, I stated that, “As Chairperson, I will endeavor to encourage deliberations that make the Board more effective.” I believe two actions are essential to achieve this. First, I must thoroughly understand and prepare for each agenda item’s critical points and issues. Second, I must align information levels between executive officers and outside directors.

For the first point, the Board of Directors Office enhanced its chairperson pre-briefings. These sessions help confirm the Company’s position, highlight key issues, and outline points requiring discussion. Regarding the second point, it is crucial for executive officers to clearly present agenda items in advance, reducing uncertainties for outside directors. Also, I have prioritized ongoing opportunities for outside directors to observe management meetings and visit business sites. I strive to foster an environment that encourages open dialogue, ensuring that directors feel comfortable expressing their views.

Board meetings have thus become more effective, with outside directors offering more insightful comments and advice. Discussions around current progress and future challenges for each agenda item have become more dynamic.

Propelling the Corporate Value Improvement Project

The Board began exploring the Corporate Value Improvement Project, which began in fiscal 2023, from the

conceptual stage. It assessed the overall framework, spent considerable time discussing it, and moved it to the implementation stage based on executive team proposals.

The project aims to overhaul Ricoh’s profit structure by focusing on four key areas. These are to transform headquarters, accelerate business selection and concentration, transform the Office Printing business structure, and accelerate Office Services profit growth. We maintain a strong focus on medium- to long-term perspectives.

To achieve results through these project measures, it is crucial to clarify Ricoh’s vision and align all employees, including management, toward the same direction. The Board will continue to oversee and drive the project forward while engaging in discussions with the executive team as conditions evolve.

Improving corporate value over the medium- to long-term

As Chairperson, I always have the Ricoh Way Mission & Vision of Fulfillment through Work in mind. I prioritize fostering rigorous deliberations and decisions to improve corporate value over the medium- to long-term, which is a key objective of our Board culture. I also focus on overseeing the execution of these discussions and decisions.

One specific Board focus is on making Ricoh more profitable as Ricoh transitions from an Office Printing–based profit structure to a digital services company model. By enhancing profitability, we aim to elevate Ricoh’s ROE and its corporate and shareholder value. In fiscal 2024, I want the Board to dedicate significant time to deliberations and resolutions that prioritize boosting profitability. Strengthening human and other management capital and optimizing the Company’s organizational structure will be essential to achieving this goal.

I am confident that transforming Ricoh into a digital services company is the correct path to improving corporate value over the medium to long term. The Board will continue to drive this transformation, increasing its focus on dialogue with stakeholders.