

**124th Ordinary
General Meeting
of Shareholders**

Our Challenges

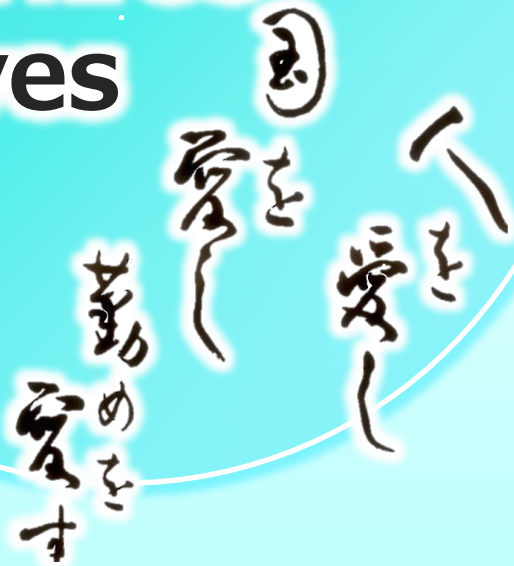
June 20, 2024

Akira Oyama
President and CEO
Ricoh Company, Ltd.



Enduring Commitments

**Embody
the Spirit
of Three
Loves**



**Keep serving
diverse customer
work needs**



A Changing World

RICOH
imagine. change.

Changing
work
environments

Changes
among
workers



**By remaining close to our customers,
we empower workers' creativity
as a digital services company**

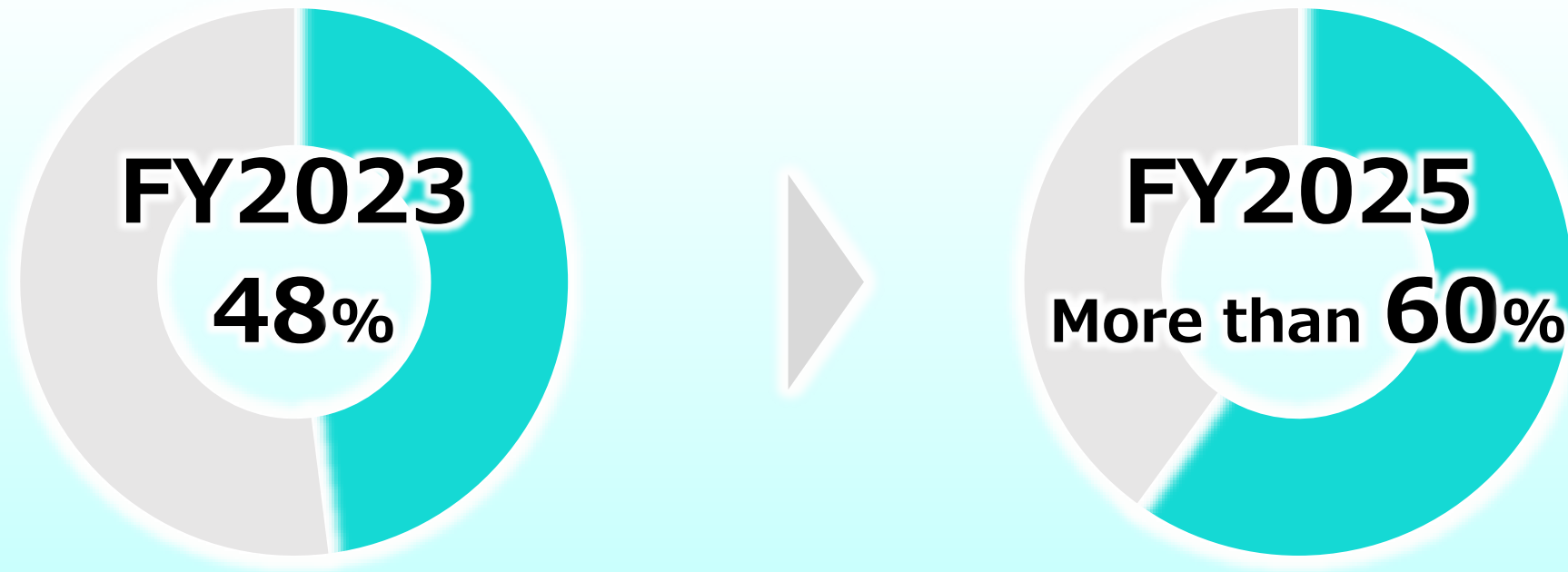


Transform into a Digital Services Company and Improve Corporate Value



Transform into a Digital Services Company

Strive to generate more than 60% of sales from digital services by fiscal 2025



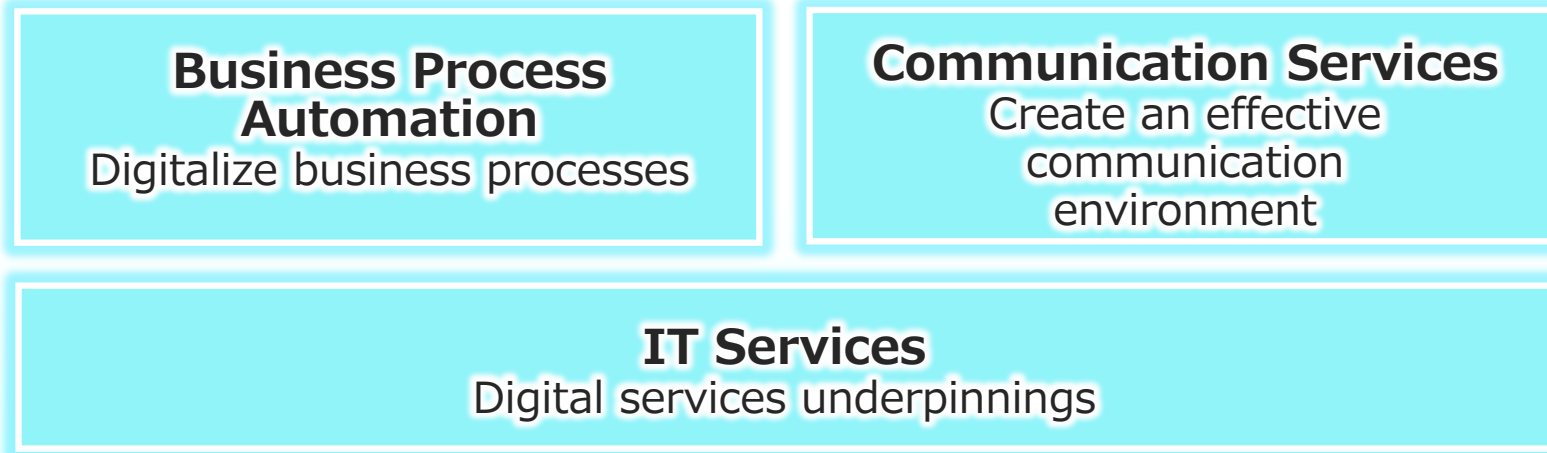


Become a Global Workplace Services Provider



Leverage Focuses and Strengths

Focuses



Strengths



Accelerate Growth in Focus Areas

Progress to date

Future Directions

Business Process Automation

Enhance value proposition in the document and digital process areas by acquisitions and alliances



Enhance the unique value proposition through AI/process automation, leveraging Ricoh's Software

Communication Services

Expand service offerings through acquisitions and in-house development to provide a globally unified "work space"



Bolster delivery to accelerate managed services

IT Services

Provide infrastructure services such as IT infrastructure development and cloud



Enhance capabilities as an IT integrator and improve profitability



Improve corporate value
by focusing
management resources
on growth areas

Approach to Driving Corporate Value

**Transformation
of
Headquarters**

**Optimizing
R&D
(Shift resources)**

**Optimizing
back-office
functions**

**Acceleration
of business
selection
and
concentration**

**Transformation
of
Office Printing
business
structure**

**Acceleration of
Office Services'
profit growth**

**Optimizing supply chain
management**

**Optimizing sales and
service structure**



Position Fiscal 2024 as a Year for Overhauling Earnings



Pursue Sustainable Growth

Align Business and ESG

- ESG initiatives aim to generate future finance to mitigate risks and seize new business opportunities
- We set targets balancing finance and ESG, and are reinforcing contributions to resolving social issues
- Strengthening human capital by deploying a structure that rewards go-getters



External recognition for SDG contributions

November 2023	Receives five-star rating in Fifth Nikkei SDGs Management Survey of Nikkei Inc.
December 2023	Included in Dow Jones Sustainability World Index for fourth consecutive year
January 2024	Selected as one of the 2024 Global 100 Most Sustainable Corporations
February 2024	Recognized with double A score for climate action and water security leadership in CDP A List
March 2024	Receives MSCI ESG's top AAA rating



Because
people
add value...



...Help them find **Fulfillment through Work**
to drive **business growth**

Ricoh's Human Capital Stance

1

Encourage employees to fulfill their potential

Examples

- Train digital professionals**
- Pursue diversity, equity, and inclusion**
- Engage in flexible working practices**
- Harness global talent**

2

Align personal and business growth

Invest in human capital to boost corporate value

3

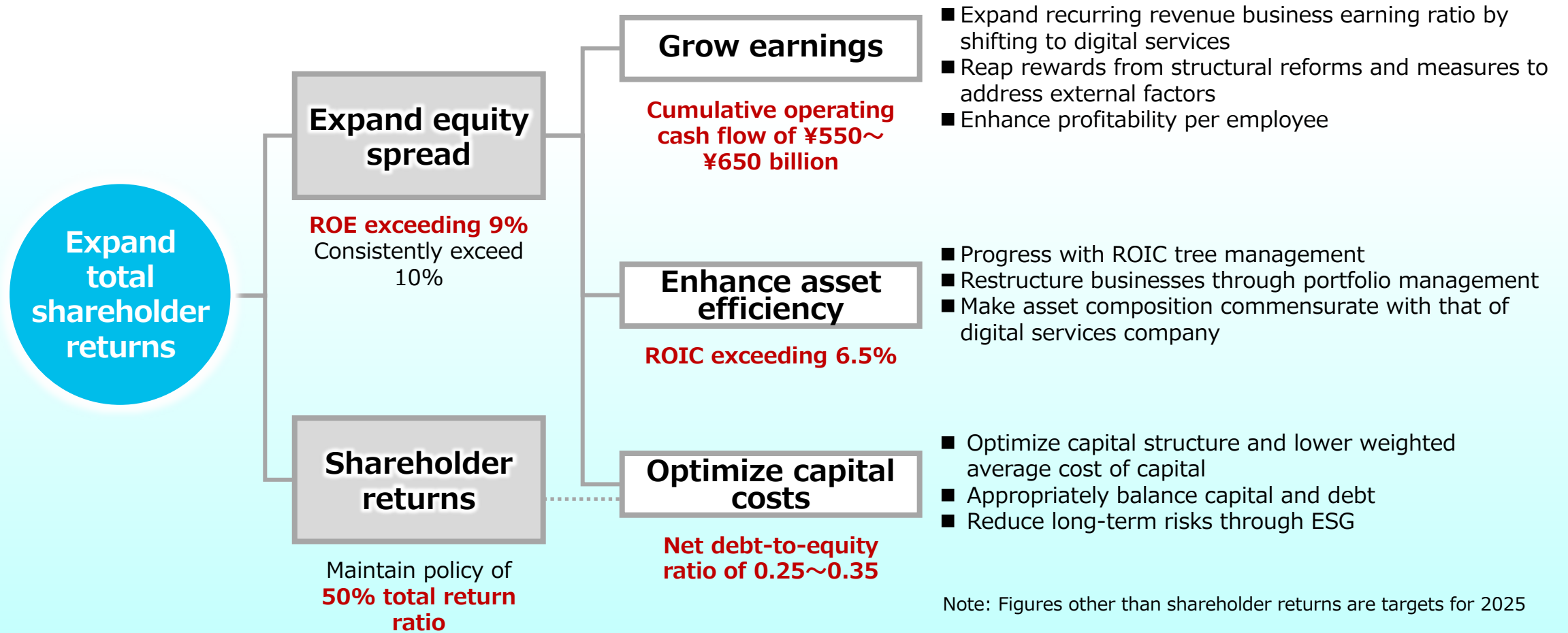
Enable employees to experience Fulfillment through Work



Enhance Shareholder Value



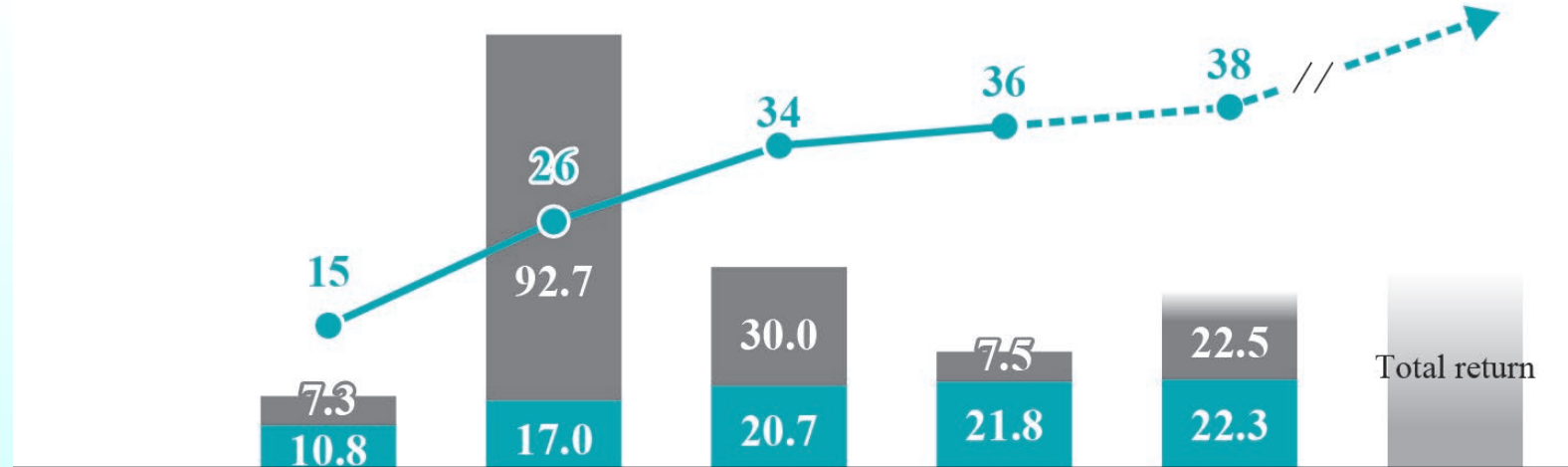
Enhance Shareholder and Corporate Value



Shareholder Returns Policy

Maintain 50% total return ratio policy and improve total shareholder returns by continuing to increase dividends and while undertaking additional returns measures

■ Dividends (billions of yen) ■ Additional returns measures (billions of yen) ● Dividends per share (yen)



Return policy

Targeting 50% total return ratio

Dividends

Factor in dividend yield in seeking to continuously increase dividends

Additional returns measures

Flexibly and appropriately time measures based on optimal capital structure while taking climate and growth investment situation into account

	FY2020	FY2021	FY2022	FY2023	FY2024 Forecast	FY2025 — Projection —
Payout ratio (in red)		57.3%	38.6%	49.6%	46.7%	
Total return ratio* (in red)		362.6%	93.8%	66.7%	—	—



Conclusion

Remain Committed to Fulfillment through Work

**We empower individuals to find Fulfillment through Work
by understanding and transforming how they work
so we can unleash their potential and creativity
and realize a sustainable future**

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imagine. change.