

Corporate Profile

2023



Executive Message



Achieving a harmonious balance between individual job satisfaction and business growth is essential for developing a sustainable economy and society.

Throughout our business, we have always been close to our customers' work. We have redefined our long-term vision of "Fulfillment through Work" as the new Mission and Vision of the Ricoh Way.

Connecting people and workplaces and transforming workflows with digital technologies is the value that the Ricoh Group brings to our customers.

We will unleash the potential and creativity through Ricoh's unique customer-centric digital services.

Akira Oyama
President and CEO

Ricoh Way

Ricoh Way is our corporate philosophy and is our essential guide to each daily decision and activity

Founding Principles

The Spirit of Three Loves by Kiyoshi Ichimura, Founder

"Love your neighbor"
"Love your country"
"Love your work"

Mission & Vision

At Ricoh, we empower individuals to find **Fulfillment through Work** by understanding and transforming how people work so we can unleash their potential and creativity to realize a sustainable future.

Values

CUSTOMER-CENTRIC

Act from the customer's perspective

PASSION

Approach everything positively and purposefully

GEMBA

Learn and improve from the facts

INNOVATION

Break with the status quo to create value without limits

TEAMWORK

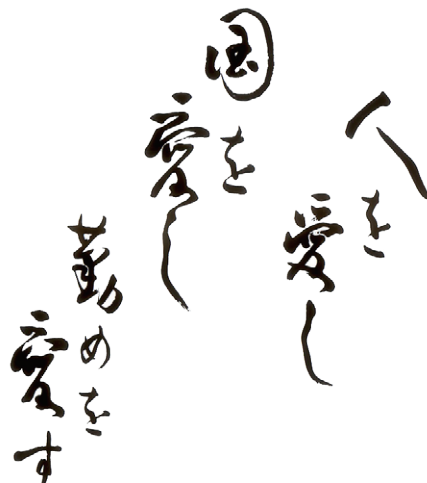
Respect all stakeholders and co-create value

WINNING SPIRIT

Succeed by embracing challenges through courage and agility

ETHICS AND INTEGRITY

Act with honesty and accountability



Kiyoshi Ichimura formulated the Ricoh Group's Founding Principles in 1946. They inform how we do business, encouraging us to constantly improve and contribute to the wellbeing of all stakeholders, including our families, customers, and society at large.

About Fulfillment through Work

In 1977, we brought out our office automation concept in the conviction that machines should handle manual tasks, with people performing creative work.

We believe that Fulfillment through Work comes from completing more engaging tasks that only people can perform and empowers worker's creativity.

Our mission is to understand and transform how people work. The future that lies beyond the transformation is a sustainable society where job satisfaction and economic growth are in harmony, with their potential and creativity unleashed. That concept is behind the change that in 2023 we made Fulfillment through Work central to our mission and vision.

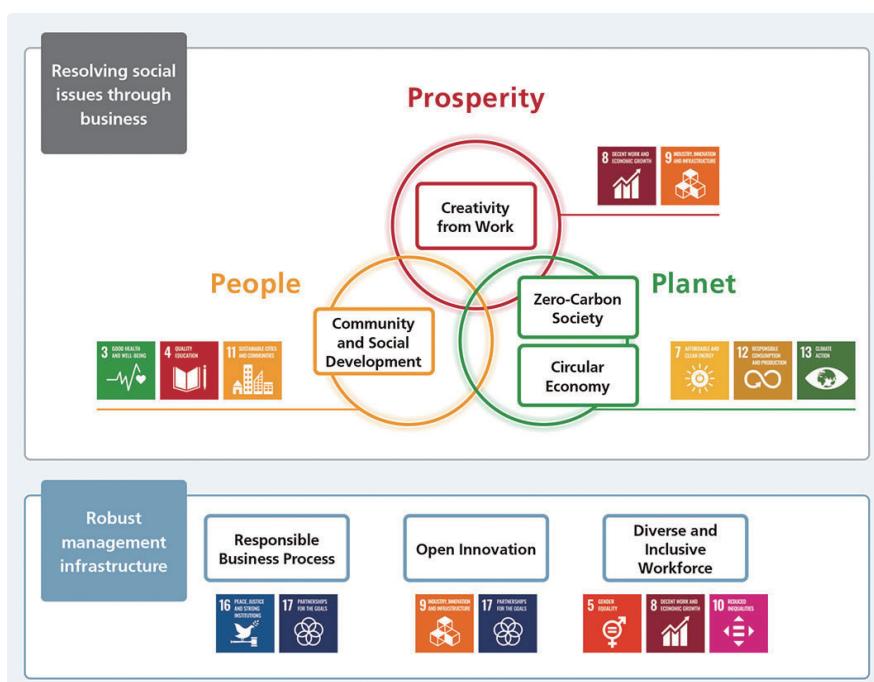


Refer to our website youtu.be/VfhrXyAPAKo



Materializing Sustainability through Business

The Ricoh Group pursues sustainability through a Three Ps Balance—Prosperity (economic activities), People (society), and Planet (environment). We accordingly endeavor to resolve social issues through business and maintain a robust management infrastructure, and will help to attain the Sustainable Development Goals (SDGs) of the United Nations.



Refer to our website www.ricoh.com/sustainability/materiality/



Becoming a Digital Services Company

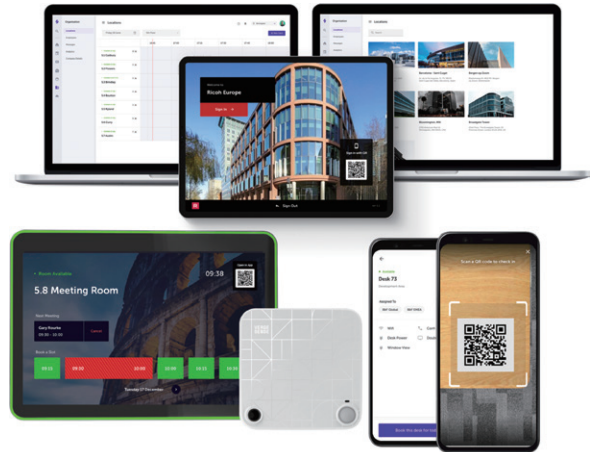
Ricoh is becoming a digital services company that transforms how people work by focusing on customer success and will stay close to customers. We will use digital technology and data to provide RICOH Smart Integration* to connect workplaces, support workers' creativity, produce new value, and fulfill our commitment to driving sustainability.

* Ricoh Group common platform

Success Story 1

RICOH Spaces accommodating the new world of work

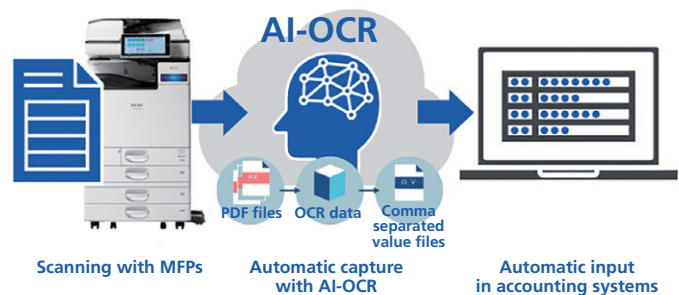
RICOH Spaces is a cloud-hosted application that allows users to reserve office space, including meeting rooms, desks, and open areas. It makes space usage easier to understand and improves employee productivity by optimizing workplaces. This application also enables contact tracing for infectious diseases and other issues. In the first year after launching RICOH Spaces, we rolled it out at 103 locations for more than 40 companies, managing more than 11,000 desks and 650 meeting rooms.



Success Story 2

Using advanced technology to streamline invoice processing

We are automating data entry by making it possible to scan invoices in various formats with MFPs and using robotic process automation to link data generated by artificial intelligence and optical character recognition with business systems. Such a setup enables customers to streamline operations, which frees up their time for more creative undertakings. Process digitalization also makes it possible to handle tasks remotely, transforming how people work.



Success Story 3

Using THETA 360.biz to introduce diverse facilities and products

Challenging times have fueled demand for new ways to do all sorts of things remotely. Ricoh thus responded by offering THETA 360.biz, which makes it easy to present virtual tours of facilities and products. Users can navigate locations in 360° and enjoy far greater realism than they can from regular flat images. The service introduces facilities and products to prospective customers who cannot visit in person.



Business Overview

The Ricoh Group maintains a business unit structure. Each of these units operates autonomously, accelerating our drive to become a digital services company.



Telecommuting package that makes it easy to deploy a teleworking environment

RICOH Digital Services

Office Services and Office Printing (sales)

Value provided

Solutions for people working in **offices and remotely**
Solutions for **frontline workers**

RICOH Digital Products

Office Printing (development and production)

Digital Communication Devices (development and production)

Value provided

Edge devices connecting workers
Manufacturing that supports digital services



RICOH MH5320/5340 industrial inkjet printhead



RICOH IM C3010 color laser MFP

RICOH Graphic Communications

Commercial Printing and Industrial Printing

Value provided

Solutions for **printing site** workers

RICOH Industrial Solutions

Thermal Media and Industrial Products

Value provided

Solutions for **manufacturing, logistics, and industry** workers



Thermal transfer ribbon used in apparel care label



RICOH THETA X 360° camera

RICOH Futures

Smart Vision, healthcare, and environment (new materials and energy harvesting)

New businesses

Value provided

Creating **new businesses** to resolve social issues

Developing Technologies that Resolve Social Issues

We draw on core technologies and unique ideas to help resolve social issues through business.

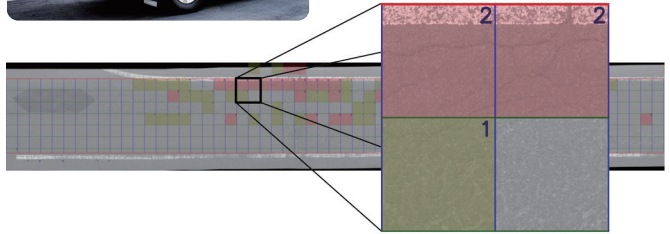
Success Story 1

Social infrastructure inspections

Maintaining the safety of aging roads and tunnels has become a key social challenge. Road surface inspections are usually with specialist vehicles, which is labor-intensive and expensive. Tunnel inspections entail conducting visual checks from the aerial work platforms of trucks. The work is dangerous and time-consuming. Ricoh thus developed photographic systems that enable operators to use regular vehicles to monitor road surfaces and tunnels. We look to enhance social infrastructure management by using artificial intelligence to streamline detection processes.



Multiple stereo cameras assess crack rates, rut depths, flatness, and other aspects of road quality in a single pass



Using artificial intelligence to automatically measure the extent of cracks



Success Story 2

Solid-state dye-sensitized solar cell modules

The Internet of Things will become increasingly central to social infrastructure in the years ahead through sensors embedded in myriad objects. Energy-harvesting devices that independently power these sensors are attracting considerable attention. Ricoh became the first in the world to develop solid-state dye-sensitized solar cell modules that can generate electricity from indoor light and power small devices autonomously.



Refer to our website www.ricoh.com/technology/



A Solid Record of Innovating Value



1936

Established as Riken Kankoshi Co., Ltd.
Founder: Kiyoshi Ichimura (1900–1968)

1950

Launches Ricohflex III camera, which spurs popularization of cameras
First in Japan to introduce belt-conveyor system for manufacturing cameras

1955

Introduces Japan's first diazo copier, which integrates exposure and wet development, entering the office equipment field

1973

World's first high-speed facsimile machine for offices cuts transmission time from six minutes per page to just one, contributing significantly to popularizing this equipment

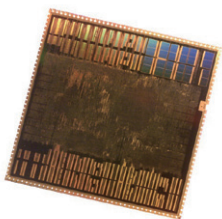
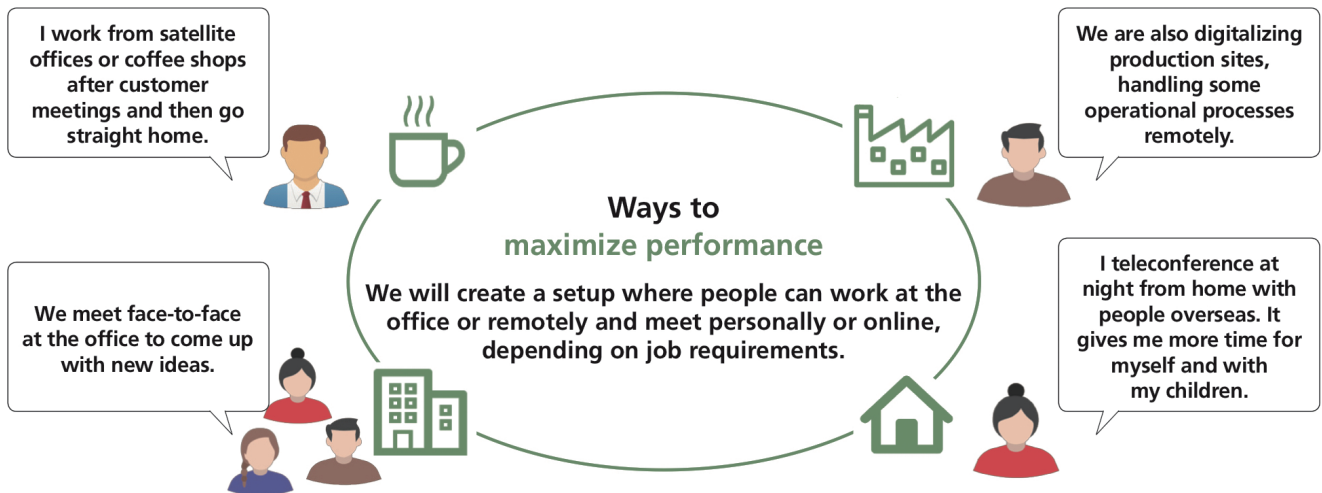
1990

Launches high-speed digital full-color copier that can output 15 color pages per minute, then a world record

Making Employees Central to Corporate Progress

We look to enhance productivity, lifestyles, and health by empowering our employees to work when and where they see fit. We aim to materialize Fulfillment through Work for each of our people.

We have deployed various systems and frameworks to inspire employees to tackle new challenges. A good example is TRIBUS, Japan's first business accelerator program to integrate internal and external resources. The goal here is to create new businesses by having in-house entrepreneurs and startup enterprises draw on Group resources and learn from each other while engaging in friendly rivalry.



2001

Image processing semiconductors boost speed and cut power consumption and are world's first to use software to process video images



2011

Ultra-short-throw projector showcases images just 11.7 centimeters from projection surface, then a world record, making it perfect for use in compact spaces



2013

Brings out world's first consumer imaging device that can capture fully spherical images rather than panoramic or semi-spherical images with single shutter release (based on Ricoh Imaging research, as of October 2013)



2020

Is the first in the world to develop solid-state dye-sensitized solar cell modules that can generate electricity from indoor lighting as a renewable energy source



Refer to our website www.ricoh.com/about/history/



About the Ricoh Group



2,134.1
billion yen
(FY 2022)

Total Number of Employees



81,017
(as of March 31, 2023)

Number of countries and regions



Approx. **200**
(as of March 31, 2023)

Number of Patents Acquired Worldwide



34,992
(as of March 31, 2023)

Research Budget Ratio



5.0%
of total sales
(FY 2022)

ROE



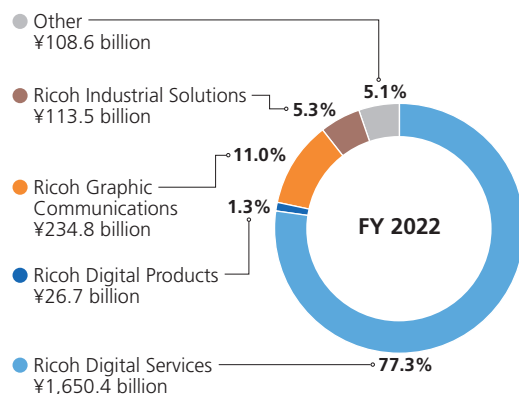
5.9%
(FY 2022)

Percentage of Overseas Sales

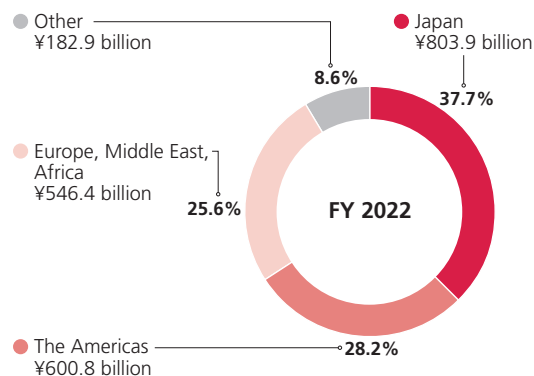


62.3%
(FY 2022)

Sales by Business Category (to external customers)



Sales by Geographic Area



About Ricoh www.ricoh.com/about/



Careers www.ricoh.com/about/jobs/

