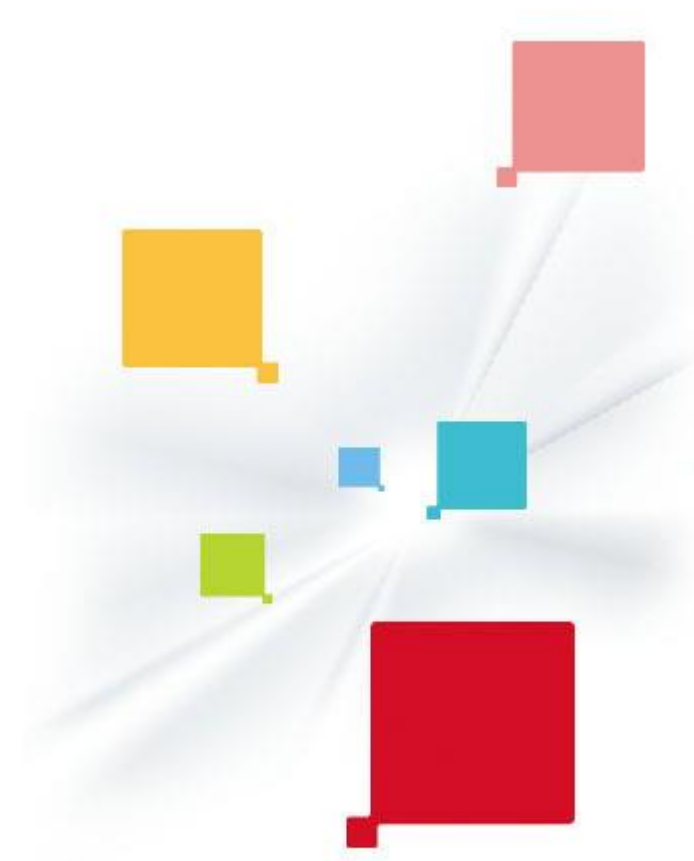


Consolidated Results for Three Months Ended June 30, 2025

August 7, 2025

Ricoh Company, Ltd.



Forward-Looking Statements

The plans, prospects, strategies and other statements, except for historical events mentioned in these materials are forward-looking statements with respect to future events and business results. Those statements were based on the judgment of Ricoh's Directors from available information. Results may differ materially from those projected or implied in such forward-looking statements and from historical trends. Refrain from judgments based only on these 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 cause those results to differ materially from those expressed in the forward-looking statements:

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

No company's name and/or organization's name used, quoted and/or referenced in this material shall be interpreted as a recommendation and/or endorsement by Ricoh.

This material is not an offer or a solicitation to make investments. Do not rely solely on these materials for your investments, decisions on which are your responsibility.

This material has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated material and the Japanese original, the original shall prevail.

Note: These materials define fiscal years as:
FY2025 (or fiscal 2025) = Fiscal year ending March 31, 2026, etc.

Overview of FY2025 Q1 Results

Key Points about Performance during Term

Results

- Revenues and earnings rose, with the latter exceeding the target on stronger profits at RICOH Digital Products
- RICOH Digital Services
 - Office Printing:
 - ✓ Hardware: While performances in Europe suffered from unfavorable economic conditions, results in Japan exceeded projections on higher unit sales and price management
 - ✓ Non-hardware: Experienced weak conditions in Europe
 - Office Services:
 - ✓ Value-added proposals during PC replacement negotiations in Japan were again well received
 - ✓ As part of efforts to bolster synergies, booked impairment charges for integrating core European Office Services systems ahead of schedule
- RICOH Digital Products
 - Significant increased earnings by front-loading production in response to U.S. tariff policies, progressing with cost reductions at ETRIA and elsewhere, turning around sales of PFU scanners, and controlling costs
- RICOH Graphic Communications
 - While U.S. tariff policies somewhat hampered demand, earnings were up after factoring out foreign exchange impacts
- Corporate Value Improvement Project
 - ✓ Delivered ¥9.6 billion in gains in Q1
 - ✓ Sold one business and discontinued another as part of steady progress with business selection and concentration measures
- Tariff impacts
 - Direct impacts of U.S. tariff policies were limited in Q1

Key Points about Performance during Term

Progress with FY2025 initiatives

- **Accelerate recurring revenue growth**
Office Services: IT services did well in Japan, while synergy initiatives progressed in Europe
natif.ai's Intelligent Document Processing integration AI technology contributed to DocuWare's growth
Commercial Printing: Steadily increased color machine in field (MIF) levels by expanding sales of strategic models
- **Control impact of lower Office Printing earnings**
 - ✓ Improved hardware profitability by systematically managing prices
 - ✓ MIF management and a stronger A4 MFP portfolio increased large account orders and helped boost A3 MFP sales
- **Prepare for and respond flexibly to impact of U.S. tariff policies**
 - ✓ Production: Completed preparations to relocate some Chinese production to alternative sites
 - ✓ Sales, pricing, and channels: Implemented phased price transfers that reflected production locations and competitive environments

FY2025 outlook

- Outlook remains unchanged
- U.S. tariff policy impact as of August 1: Stronger-than-expected Q1 earnings, favorable exchange rates, and pricing offset increase in tariff costs from previous estimate; maintaining close tabs on developments and will flexibly address business environment changes to mitigate impacts

Shareholder Returns

- Maintaining policy of steadily increasing dividends and flexibly paying additional dividends, targeting a total return ratio of 50%, with no change to planned dividend of ¥40 per share

Key Indicators

(Billions of yen)

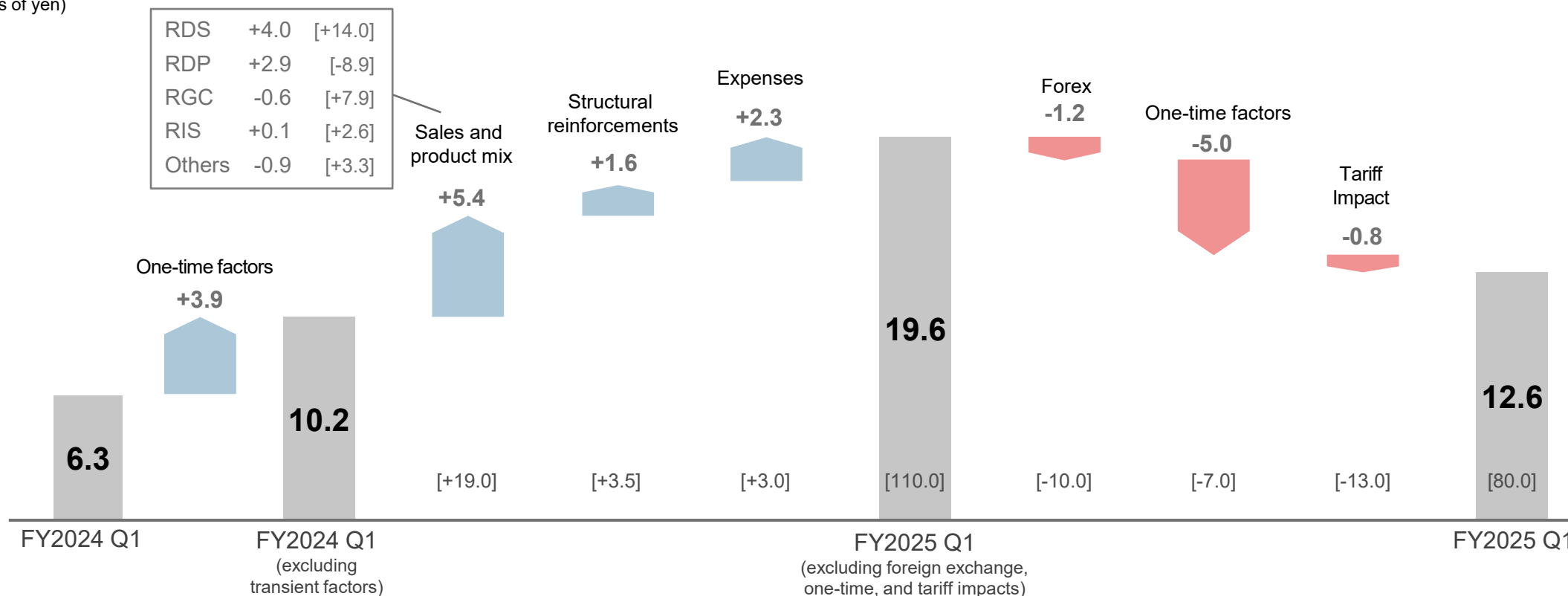
	FY2024 Q1	FY2025 Q1	Change	
Sales	574.3	580.7	+6.4	+1.1%
Gross profit	207.1 (36.1%)	207.3 (35.7%)	+0.2	+0.1%
Selling, general and administrative expenses	200.8 (35.0%)	194.7 (33.5%)	-6.0	-3.0%
Operating profit	6.3	12.6	+6.3	+99.7%
Operating margin	1.1%	2.2%	+1.1pt	-
Profit attributable to owners of the parent	7.7	9.6	+1.8	+23.8%
EPS (Yen)	13.03	16.96	+3.93	
Average exchange rates	Yen/US\$	155.93	144.54	-11.39
	Yen/euro	167.89	163.87	-4.02
Capital expenditures	10.5	9.7	-0.8	
Depreciation	11.4	10.7	-0.7	
R&D expenditures	23.6	19.0	-4.6	

Operating Profit Comparisons

- ✓ Sales and product mix benefited from Office Printing hardware sales recovery and Corporate Value Improvement Project contributions including ETRIA impact.
- ✓ Savings through the project offset higher costs owing to inflation and other factors
- ✓ In line with steps to enhance Office Services synergies, booked impairment charges ahead of schedule for integrating core European Office Services systems
- ✓ Direct impacts of U.S. tariff policies were limited in Q1

【YoY changes】

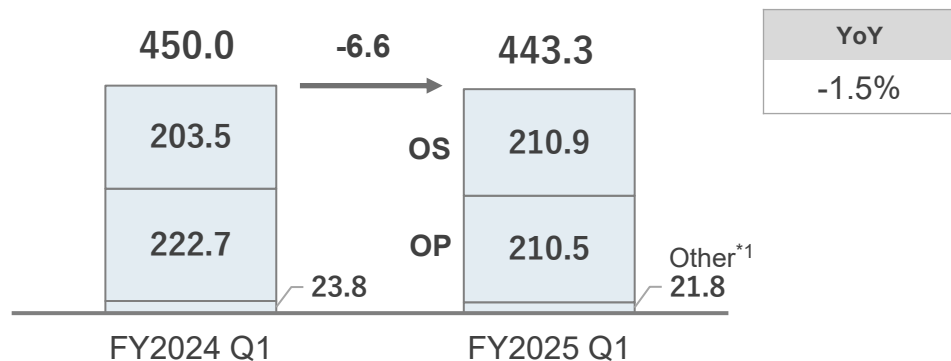
(Billions of yen)



Offset impact of weak Office Printing non-hardware sales by growing Office Services and leveraging Corporate Value Improvement Project to cut fixed costs

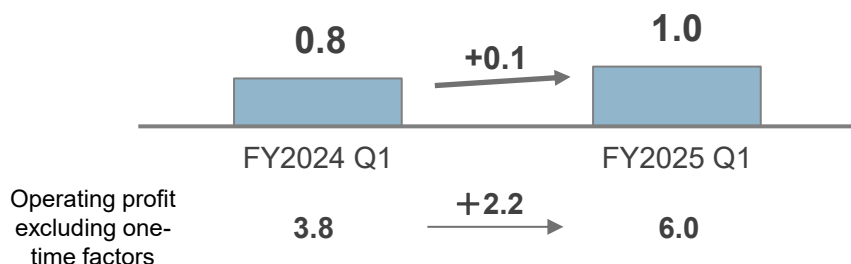
Sales

(Billions of yen)



Operating profit

(Billions of yen)



*1 Including environmental and industrial solutions

Overview

Office Services

- ✓ Recurring revenues rose 6%, contributing to earnings
- ✓ In Japan, revenues increased significantly on value-added proposals for PC replacements
- ✓ In Europe, demand softened on concerns about economic downturn stemming from tariff impacts
- ✓ Improved profitability in Americas, centered on Business Process Services

Office Printing (Sales)

Hardware: Japan drove growth, while European and Americas operations recovered from product shortages experienced in same period last year

Non-hardware: Were on track in Japan and Americas, and performed below expectations in Europe

Change breakdown (see *2)

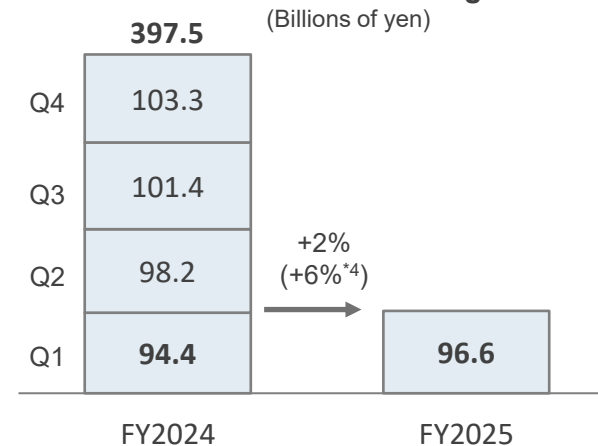
(Billions of yen)	FY2024					FY2025
	Q1	Q2	Q3	Q4	Total	Q1
Changes in profits	-8.1	-7.8	+0.2	+7.1	-8.5	+0.1
OS	+2.8	+1.9	+1.8	+5.2	+11.6	+2.2
OP etc.	-7.8	-3.1	-1.1	+2.3	-9.8	-0.0
Project costs	-3.0	-6.6	-0.4	-0.3	-10.3	-2.0 ^{*3}

*2 Estimated value based on internally managed earnings

*3 Difference in one-time expenses of ¥5 billion in Q1 FY2025 and ¥3 billion in Q1 FY2024

*4 Excluding forex impact

Office Services recurring sales

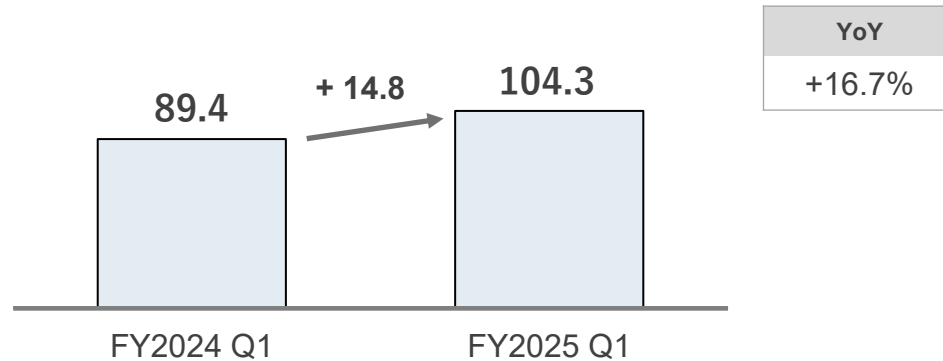


RICOH Digital Services Office Services Overview: Japan

Sales increased significantly, with earnings growing amid large increase in in-house services

Sales

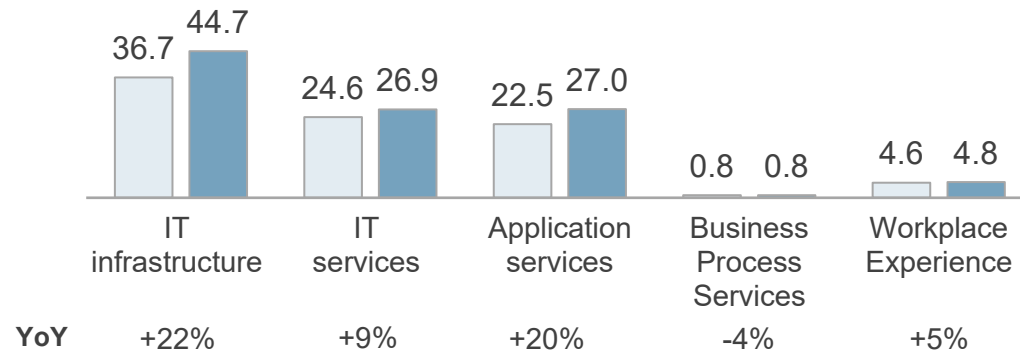
(Billions of yen)



Sales by Category

(Billions of yen)

□ FY2024 Q1 ■ FY2025 Q1



IT services

- ✓ Took advantage of PC replacements to secure installation, construction, and operations and maintenance services deals
- ✓ Demand grew for services for security and workstyle reforms

Application Services

- ✓ Microsoft 365, storage services, and other information applications performed well, while high-margin in-house services also contributed to performance
- ✓ RICOH kintone plus delivered significant YoY growth, with multiple municipal project contracts secured

Highlights

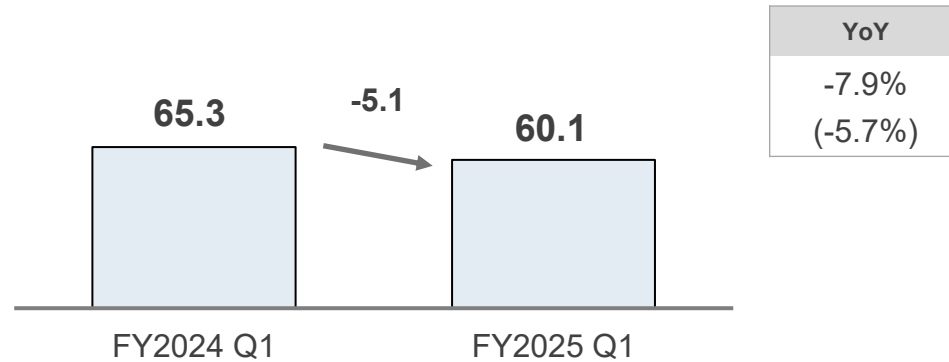
- ✓ In Japan, RICOH rolled out RICOH Spaces, an in-house developed application from Europe that streamlines workplace operations and management, including meeting room and office seat reservations and reception handling

RICOH Digital Services Office Services Overview: Europe

Concerns about economic deterioration owing to tariffs weakened demand, particularly for IT infrastructure

Sales

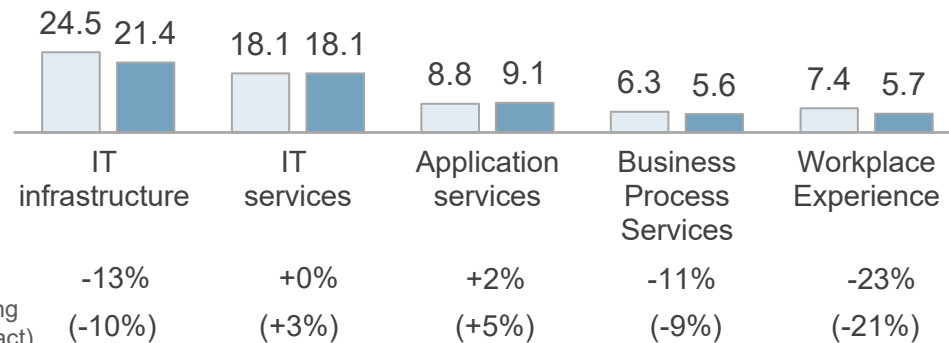
(Billions of yen)



Sales by Category

(Billions of yen)

□ FY2024 Q1 ■ FY2025 Q1



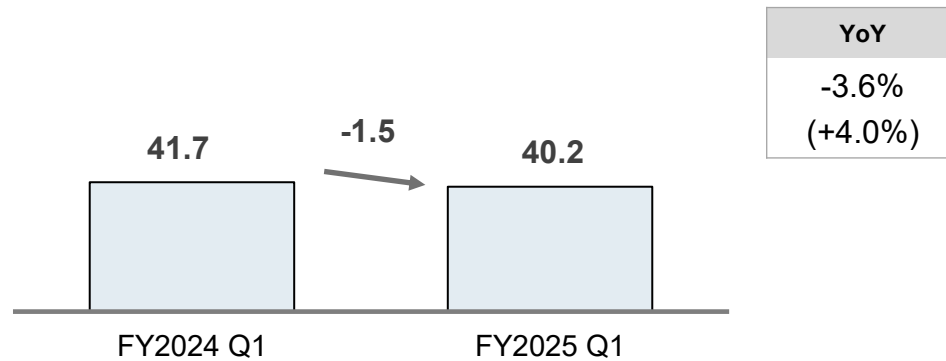
- IT services
 - ✓ Some customers in Germany, France, and other markets held off on ICT hardware investments amid concerns about economic slowdowns from tariffs, which also affected IT service deal negotiations
- Application Services
 - ✓ DocuWare cloud services drove growth
Integrating natif.ai's* Intelligent Document Processing AI technology contributed to higher sales
- Workplace Experience
 - ✓ Revenues declined as customers delayed investment decisions amid concerns about economic downturn.

RICOH Digital Services Office Services Overview: Americas

Revenue increased in real terms after stripping out foreign exchange effects, while profitability improved in Business Process Services

Sales

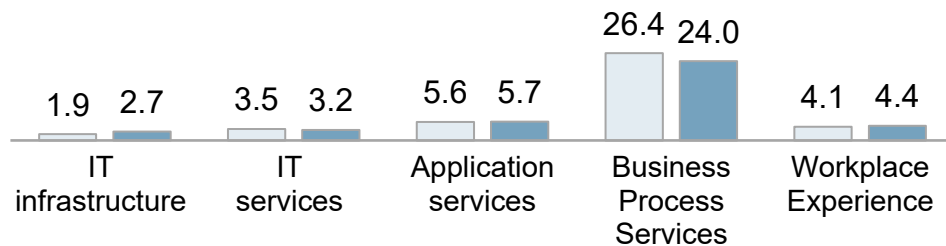
(Billions of yen)



Sales by Category

(Billions of yen)

□ FY2024 Q1 ■ FY2025 Q1



YoY	+42%	-8%	+3%	-9%	+7%
(excluding forex impact)	(+53%)	(-1%)	(+11%)	(-2%)	(+15%)

• Application Services

- ✓ MFP-linked applications performed well on Office Printing hardware sales expansion

• Business Process Services

- ✓ Operational efficiency improvements and pricing controls offset lower sales and boosted earnings

• Workplace Experience

- ✓ Cenero* delivered double-digit sales growth
- ✓ Strengthened organization and incentives to expand sales to existing customers in the Americas

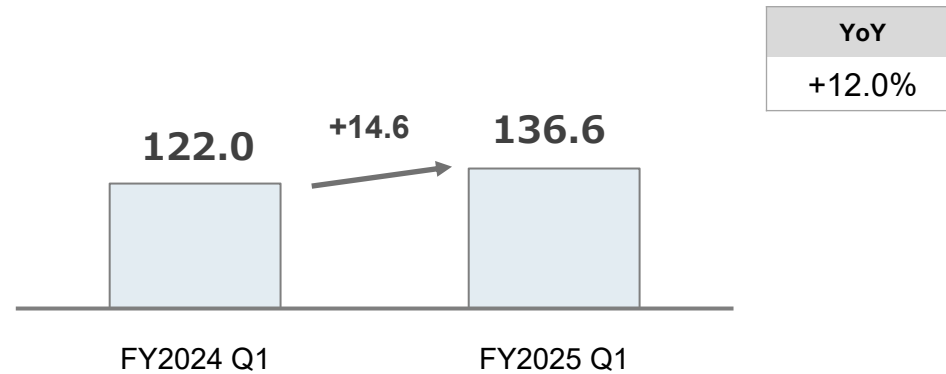
*See slide 25 showing categorizations of acquired companies

RICOH Digital Products

Significantly increased earnings by front-loading production in response to U.S. tariff policies, cutting costs, turning PFU scanner sales around, and controlling costs

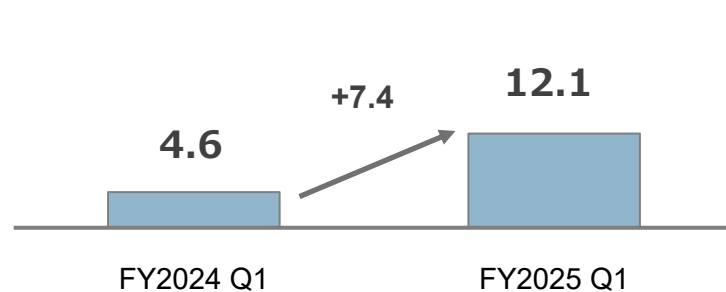
Sales

(Billions of yen)



Operating profit

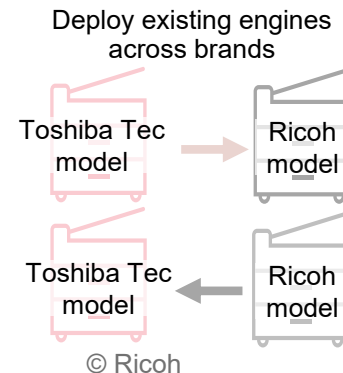
(Billions of yen)



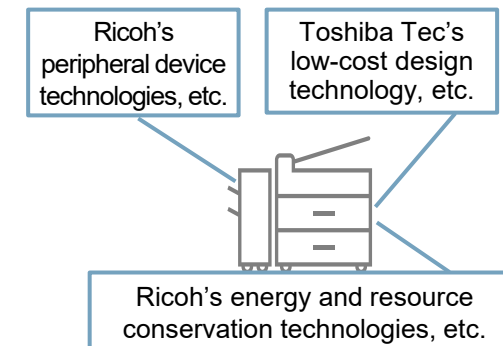
Overview

- Front-loaded production and increased shipments in response to U.S. tariff policies and other factors
- MFPs incorporating PFU scanner technology performed well in Japan
- Scanner sales recovered on strength of major deals
- ETRIA progressed steadily in its first year after establishment in generating synergies
 - ✓ Created stable operational structure and reached initial year business plan targets
 - ✓ Assessed optimal production site structure in view of geopolitical risks and environmental considerations
 - Proactively prepared responses to U.S. tariff policies
 - ✓ Began benefiting from jointly procuring common parts
 - ✓ Developed engines in three phases to optimize synergies

1. Harness existing assets



2. Combine robust modules



3. Develop new engines from scratch

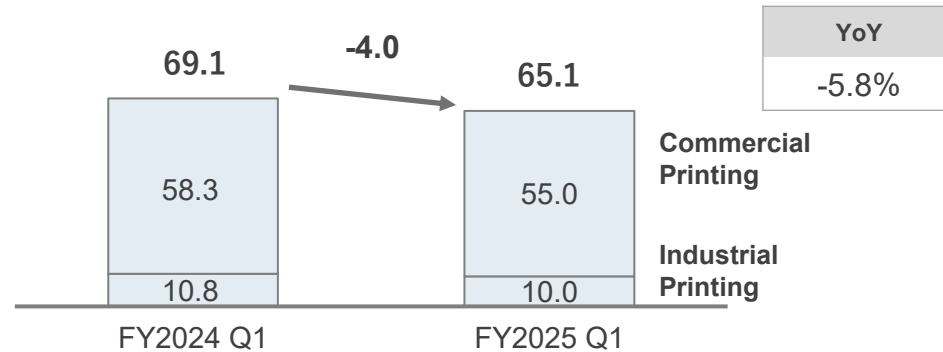
Accelerated development



Although earnings rose in real terms after excluding foreign exchange impact, demand weakened owing to U.S. tariff policies

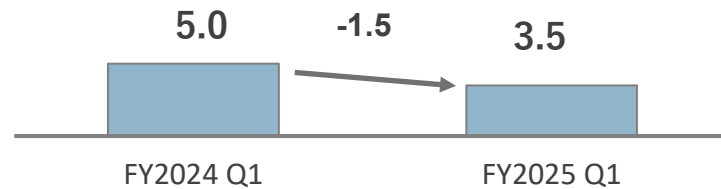
Sales

(Billions of yen)



Operating profit

(Billions of yen)



Overview

Commercial Printing

- Hardware:
 - ✓ Performed on target in Europe and Japan, but investment appetites weakened in key Americas market owing to U.S. tariff policies
- Non-hardware:
 - ✓ Continued to perform well

Sales YoY	FY2024				FY2025
	Q1	Q2	Q3	Q4	Q1
Hardware (Excluding forex impact)	+32%	+18%	+31%	+9%	-9%
	+18%	+13%	+27%	+7%	-4%
Non-hardware (Excluding forex impact)	+16%	+6%	+5%	+2%	-4%
	+4%	+2%	+2%	+0%	+2%

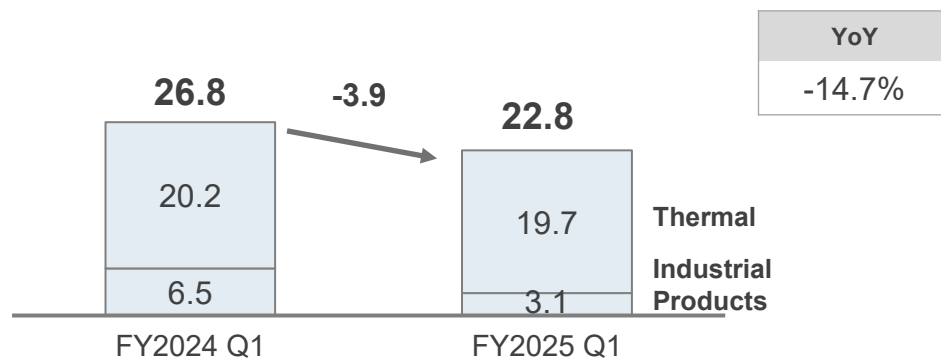
Industrial Printing

- Inkjet heads:
 - ✓ Demand from industrial printer vendors in vital Chinese market softened amid U.S. tariff policies

Revenues declined owing to challenging Thermal business conditions in United States and optical business transfer, while earnings were unchanged YoY

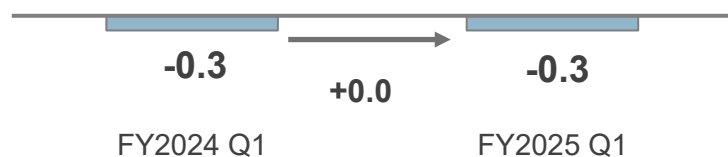
Sales

(Billions of yen)



Operating profit

(Billions of yen)



Overview

Thermal

- ✓ U.S. sales declined, largely because tariff policies reduced logistics demand
- ✓ Europe showed signs of recovery on launches of competitively priced products
- ✓ Japan again performed solidly on linerless labels for food applications.

Industrial Products

- ✓ Sales were basically unchanged after factoring out optical business transfer

Statement of Financial Position

Inventories increased on inventory buildups for H1 and production adjustments in response to tariff policies, but total assets declined owing to receivables collections from year-end sales deals and payments of accounts payable

Assets

(Billions of yen)

	As of June 30, 2025	Change from Mar 31, 2025	
Current Assets	1,167.5	-45.8	
Cash & time deposits	159.8	-32.4	Payments of accounts payable and dividends
Trade and other receivables	496.5	-44.6	
Other financial assets	110.7	+0.7	
Inventories	322.8	+23.9	Inventory buildup for H1 sales and response to tariff policies
Other current assets	77.6	+6.5	
Non-current assets	1,148.2	+4.5	
Property, plant and equipment	201.8	-2.1	
Right-of-use assets	73.2	+3.7	
Goodwill and intangible assets	429.1	-3.6	
Other financial assets	183.0	-0.4	
Other non-current assets	260.8	+7.0	
Total Assets	2,315.8	-41.3	

Liabilities and Equity

(Billions of yen)

	As of June 30, 2025	Change from Mar 31, 2025
Current Liabilities	808.3	-51.4
Bonds and borrowings	130.7	-14.9
Trade and other payables	301.6	-31.0
Lease liabilities	25.7	+1.0
Other current liabilities	350.3	-6.4
Non-current Liabilities	448.3	+5.8
Bonds and borrowings	296.5	+1.5
Lease liabilities	53.1	+2.1
Accrued pension & retirement benefits	31.1	-0.7
Other non-current liabilities	67.5	+2.7
Total Liabilities	1,256.7	-45.6
Total equity attributable to owners of the parent	1,036.1	+5.9
Noncontrolling Interest	22.9	-1.6
Total Equity	1,059.0	+4.3
Total Liabilities and Equity	2,315.8	-41.3
Total Debt*	427.2	-13.4

Exchange rate as of Jun 30, 2025: US\$ 1 =¥ 144.81 (-4.71)
(change from Mar 31, 2025, rate) EURO 1 =¥ 169.66 (+7.58)

*Total for bonds and borrowings

Statement of Cash Flows

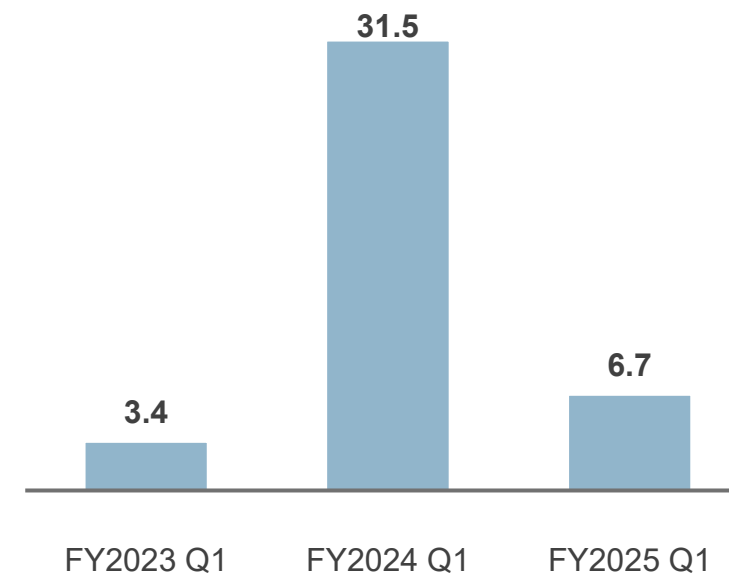
Although profit rose, free cash flow decreased amid higher inventories resulting from measures to address U.S. tariffs and other factors, as well as expenses for Corporate Value Improvement Project

(Billions of yen)	FY2024 Q1	FY2025 Q1
Profit	7.4	10.2
Depreciation and amortization	28.4	27.7
Other operating activities	19.2	-15.3
Net cash provided by (used in) operating activities	55.1	22.6
Plant and equipment	-10.4	-8.8
Purchase of business, net of cash acquired	-6.1	-1.1
Other investing activities	-6.9	-5.9
Net cash provided by (used in) investing activities	-23.6	-15.8
Net increase of debt and bonds	-0.1	-20.8
Dividends paid	-10.8	-10.8
Payments for purchase of treasury stock	-12.3	-0.0
Other financing activities	-8.6	-9.9
Net cash provided by (used in) financing activities	-31.9	-41.5
Effect of exchange rate changes on cash and cash equivalents	6.9	-0.8
Net increase (decrease) in cash and cash equivalents	6.5	-35.6
Cash and cash equivalents at end of period	176.2	146.2
Free cash flow*	31.5	6.7

Inventory buildup and expenses for Second Career Support Program in Japan

Free Cash Flow

(Billions of yen)



*Free cash flow: net cash used in operating activities plus net cash used in investing activities

Fiscal 2025 Outlook

Key Indicator Outlooks for FY2025

Initial forecasts unchanged

RICOH
imagine. change.

(Billions of yen)

	FY2024	FY2025 forecast	YoY	
Sales	2,527.8	2,560.0	+32.1	+1.3%
Gross profit	868.6	904.0	+35.3	+4.1%
Selling, general and administrative expenses	804.7	824.0	+19.2	+2.4%
Operating profit	63.8	80.0	+16.1	+25.3%
Operating margin	2.5 %	3.1%	+0.6pt	
Profit attributable to owners of the parent	45.7	56.0	+10.2	+22.5%
EPS (Yen)	78.11	98.39	+20.28	
ROE	4.4%	5.4%	+1.0pt	
ROIC	3.2%	4.1%	+0.9pt	
Average exchange rates	Yen/US\$	152.65	140.00	-12.65
	Yen/euro	163.86	155.00	-8.86
Capital expenditures	48.9	45.0	-3.9	
Depreciation	44.8	46.0	1.1	
R&D expenditures	95.0	83.0	-12.0	

FY2025 Outlook Operating Profit Comparisons

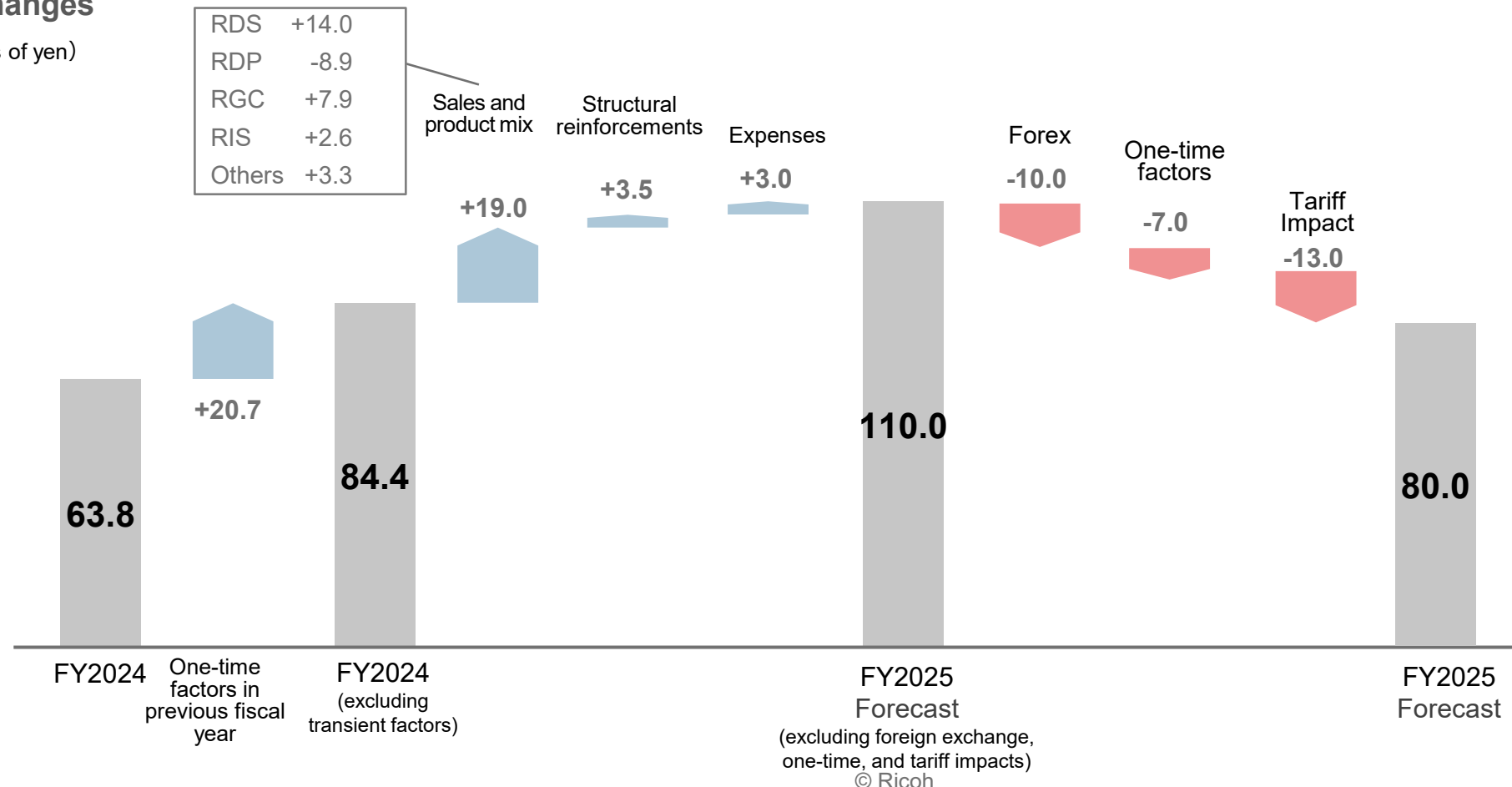
Initial forecasts unchanged

RICOH
imagine. change.

- ✓ Growth in Office Services and commercial and industrial printing to drive sales and product mix expansion
- ✓ Corporate Value Improvement Project savings to absorb impacts of higher expenses attributable to inflation, notably labor and supply chain management costs
- ✓ Have factored in one-time charges to accelerate savings from ETRIA and business selection and concentration
- ✓ Have also factored in impact of U.S. tariff policies, assuming higher costs from tariffs, price adjustments, and possibly lower demand

YoY changes

(Billions of yen)



RICOH Digital Services assumptions
YoY sales changes: Hardware +2%
Non-hardware -2%

Reference:
Foreign exchange rate sensitivity*

(Billions of yen)	Sales	Operating profit
US\$	4.3	0.1
Euro	3.8	0.9

*Annual impact per ¥1 change in exchange rates

Segment Sales and Operating Profit

Initial forecasts unchanged

RICOH
imagine. change.

(Billions of yen)		FY2023 Results	FY2024 Results	FY2025 Forecast	change
Ricoh Digital Services	Sales	1,852.8	1,930.1	1,927.0	-3.1
	Operating profit	40.8	32.2	59.0	+26.8
Ricoh Digital Products	Sales	484.4	584.6	560.0	-24.6
	Operating profit	17.3	28.7	15.5	-13.2
Ricoh Graphic Communications	Sales	262.1	292.6	294.0	+1.4
	Operating profit	15.4	23.1	20.0	-3.1
Ricoh Industrial Solutions	Sales	113.5	113.2	116.0	+2.8
	Operating profit	-0.3	-1.8	3.0	+4.8
Other (Camera, New business)	Sales	45.6	56.2	62.0	+5.7
	Operating profit	-10.5	-5.5	-2.5	+2.9
Eliminations and corporate	Sales	-409.6	-448.9	-399.0	+49.8
	Operating profit	-0.8	-12.9	-15.0	-1.9
Total	Sales	2,348.9	2,527.8	2,560.0	+32.1
	Operating profit	62.0	63.8	80.0	+16.1

Shareholder Returns

Initial forecasts unchanged

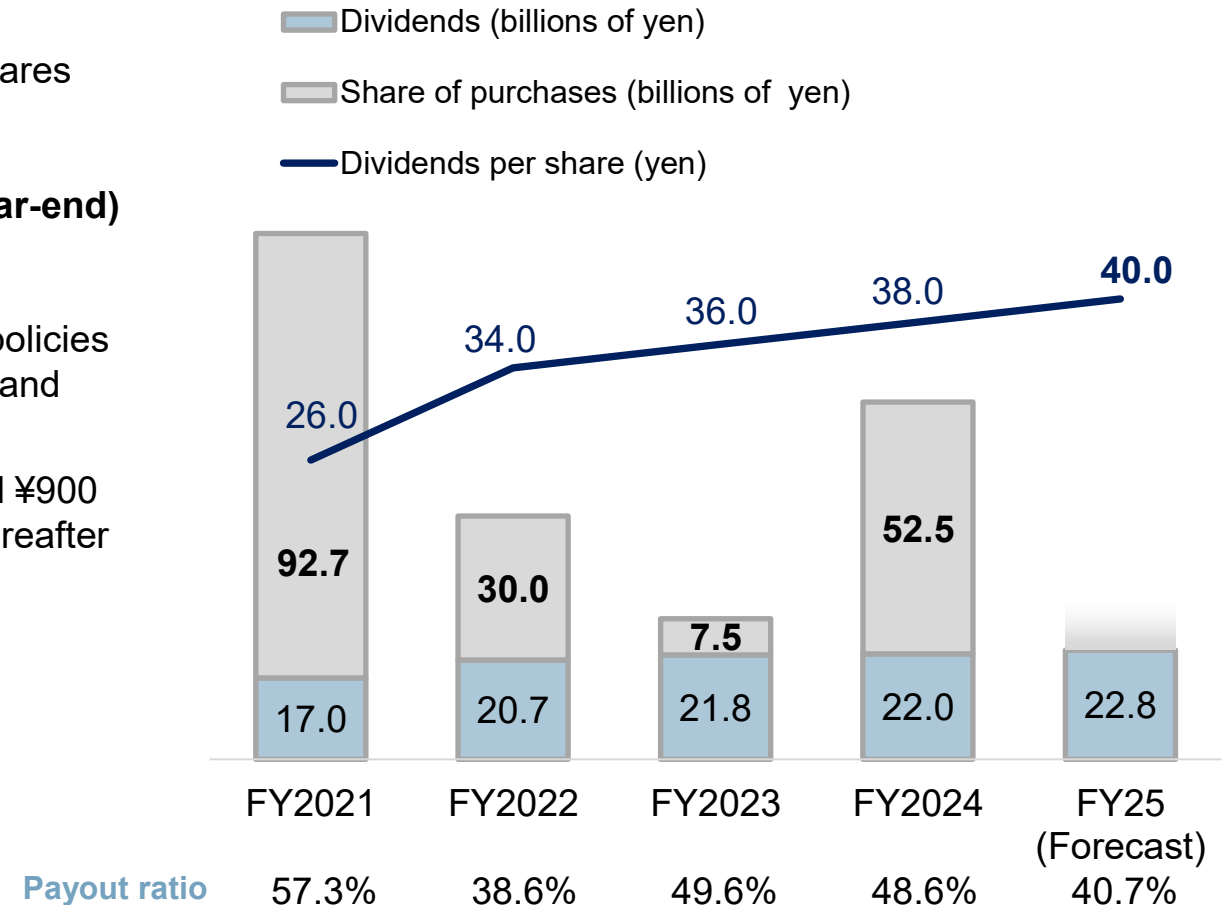
RICOH
imagine. change.

- Maintain 50% total return target
- Lift earnings per share by boosting dividends and repurchasing shares

Dividends per share

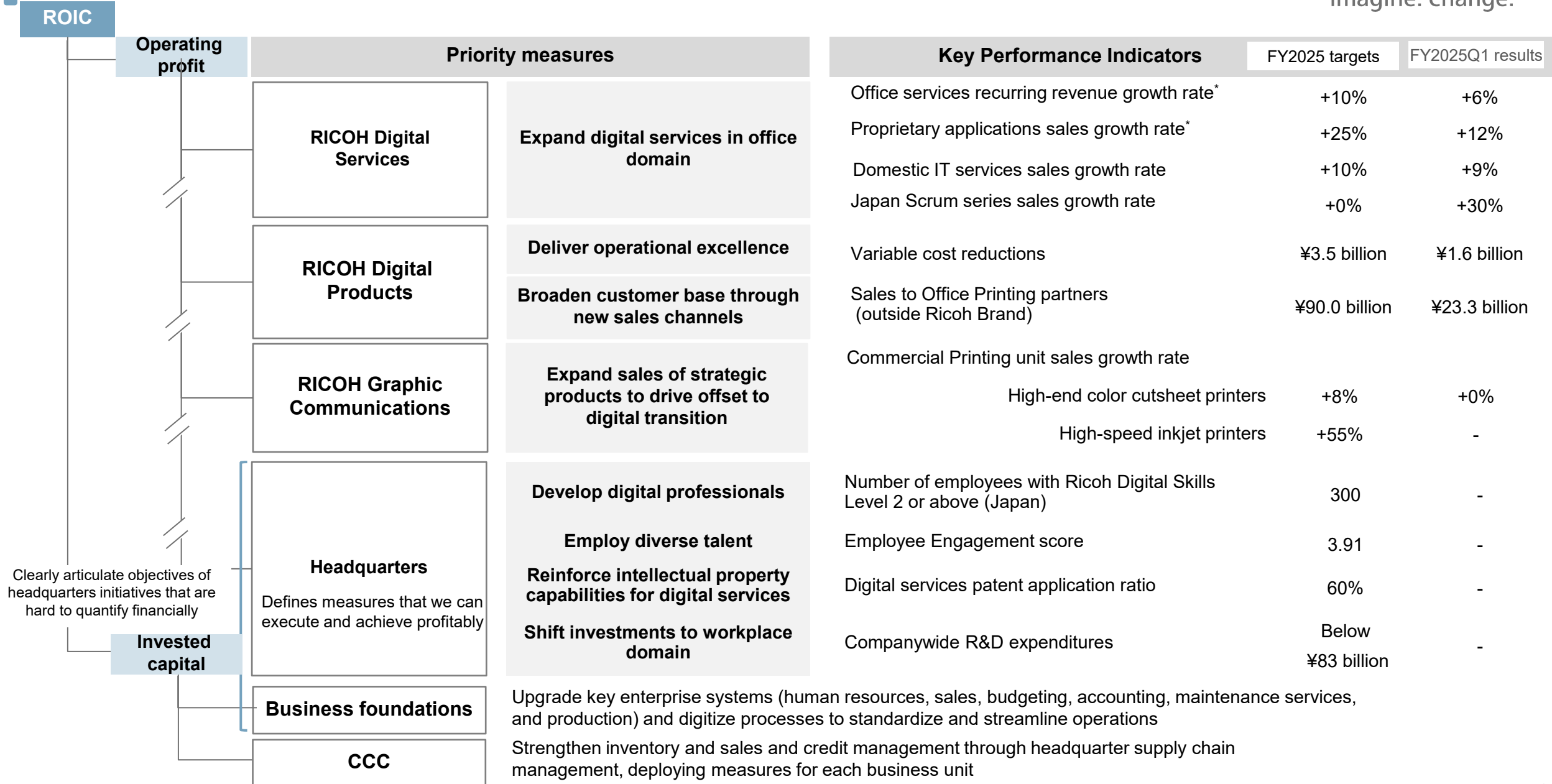
✓ **Boost to ¥40 per share for FY2025 (¥20 interim and ¥20 year-end)**

- Keep reviewing cash flow allocations and flexibly execute capital policies in line with operating climate and based on business environment and progress with strategic investments
 - ✓ Targeting optimal capital structure of around ¥1 trillion (around ¥900 billion excluding foreign currency translation adjustments), thereafter gradually reducing surplus adjustments



Appendix

Key Performance Indicators for Priority Measures



Segment Overview

Business Segments	Key Businesses and Functions	Core Products and Services	
Ricoh Digital Services	Office Services	IT services: IT infrastructure (including hardware) and IT services Process Automation: Application services and Business process services Workplace Experience: Communication services (including hardware)	
	Office Printing (Sales)	Hardware: MFPs, printers Non-hardware: Consumables, services, and support	
	Other	Businesses running independently in regions (Including environmental energy and Ricoh Service Advantage)	
Ricoh Digital Products	Office Printing (Development and manufacturing)	Hardware: MFPs, printers, and communication devices Non-hardware: Consumables Other: Scanners and electrical units	<ul style="list-style-type: none"> In-house sales to Ricoh Digital Services and original equipment manufacturing MFPs, printers and consumables have been produced by ETRIA since FY2024 Q2.
Ricoh Graphic Communication	Commercial Printing	Hardware: Production printers Non-hardware: Consumables, services, and support	
	Industrial Printing	Hardware: Inkjet heads and industrial printers Non-hardware: Consumables, services, and support	
Ricoh Industrial Solutions	Thermal	Thermal paper, thermal transfer ribbons, and label-less thermal	
	Industrial Products	Precision instrument components and industrial equipment	

Becoming a Digital Services Company

Digital Services Sales Ratio

Frontlines digitalization

Office digital services

FY2024

49%

8% 41%

FY2025 Q1

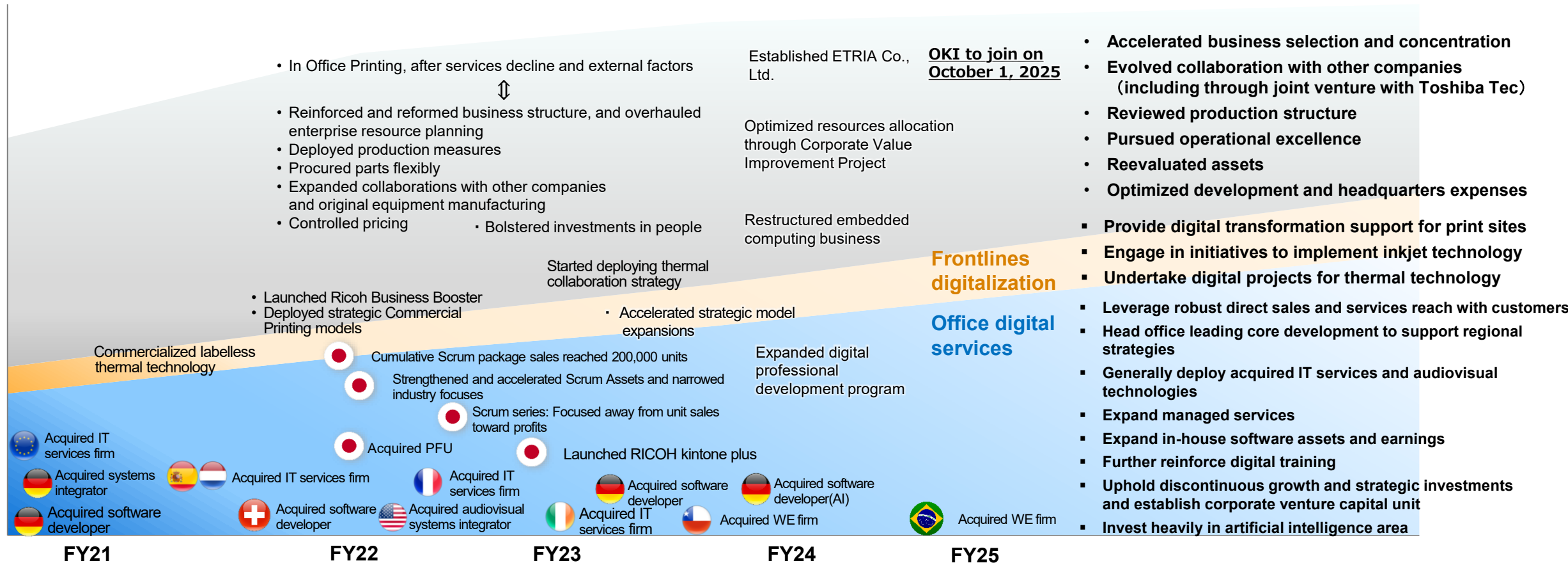
48%

8% 40%

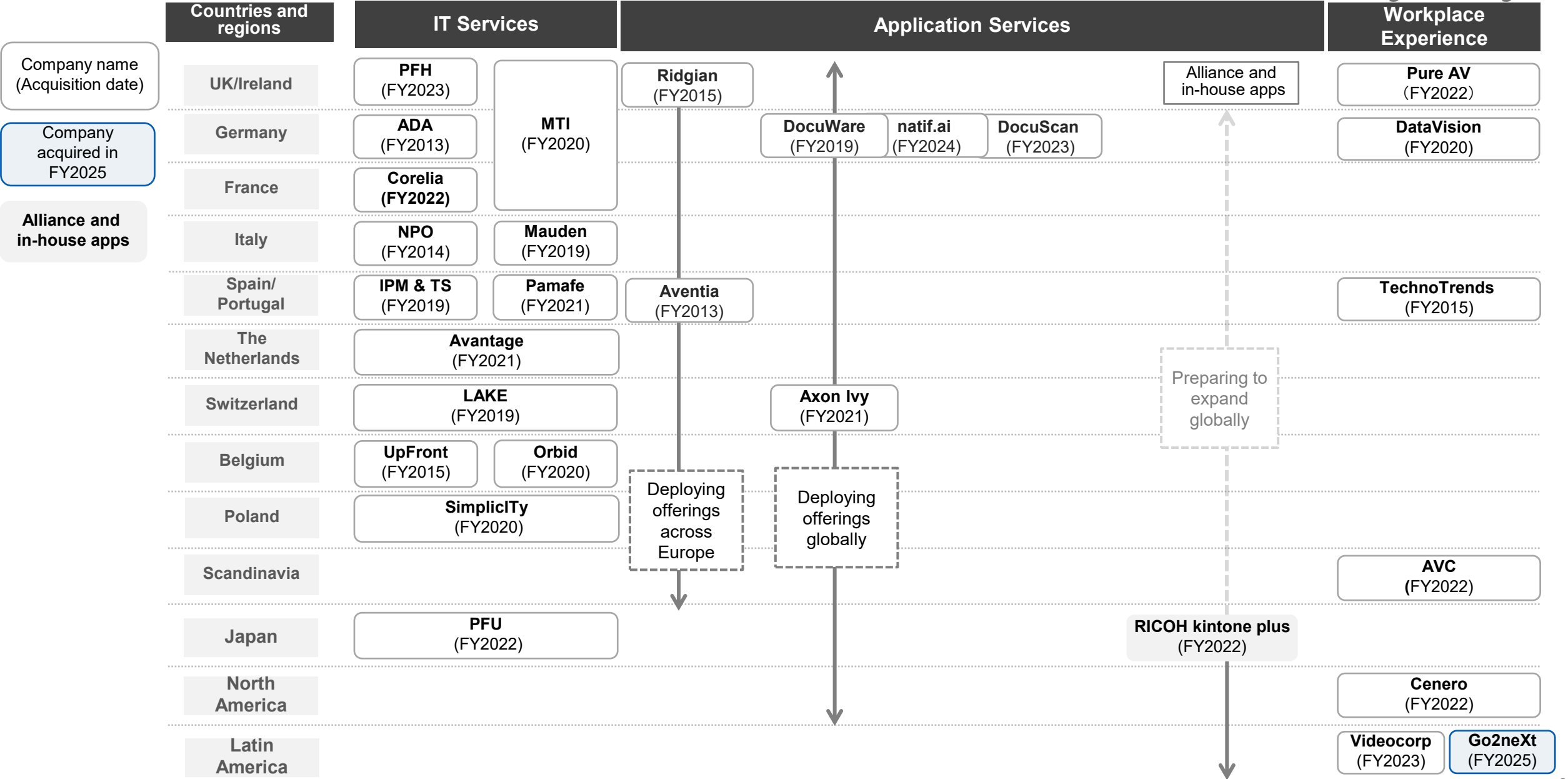
FY2025 forecast

53%

9% 44%



Organizational expansion progress



Data (for RICOH Digital Services)

Office Services

Sales by Category

(billions of yen)

Sales	FY2024	FY2025		
	Q1	Q1	YoY	(Excluding forex impact)
Office services business	203.5	210.9	+4%	+6%
IT infrastructure	65.7	70.4	+7%	+8%
IT services	47.5	49.5	+4%	+6%
Application services	38.5	43.2	+12%	+14%
Business process services	34.3	31.3	-9%	-3%
Workplace experience*	17.4	16.3	-6%	-3%

* Workplace Experience: Previously named Communication Services

Scrum series performance

(billions of yen)

Sales	FY2025 Q1	YoY
Scrum Packages	16.2	+7%
Scrum Assets	22.8	+54%
Total	39.0	+30%

Unit	FY2025 Q1	YoY
Scrum Packages	22,185	+11%

Major business activities in each segment

IT Services

- IT Infrastructure: Selling hardware and software for building IT environments and providing security services. Mainly purchases
- IT Services: Installing, constructing, operating, and maintaining IT environment and security services

Process Automation

- Application Services: Installing, constructing, operating, and maintaining in-house and purchased application software
In-house software includes DocuWare, RICOH kintone plus, and document solutions products
- Business Process Services: Commissioned business for customer output centers and new services tapping customer base

Workplace Experience (renamed from Communication Services)

- Installing, constructing, operating, and maintaining communication environments, including managed services and selling in-house edge devices

Data (for RICOH Digital Services and RICOH Graphic Communications)

Office Printing

Hardware and non-hardware

Sales YoY	FY2024				FY2025
	Q1	Q2	Q3	Q4	Q1
Hardware	-5%	+3%	-2%	+1%	-2%
(Excluding forex impact)	-14%	-1%	-5%	-1%	+2%
Non-hardware	+4%	-1%	-3%	-3%	-8%
(Excluding forex impact)	-3%	-4%	-4%	-4%	-5%

By region

Sales YoY	FY2024				FY2025
	Q1	Q2	Q3	Q4	Q1
Japan	+1%	+1%	-2%	-6%	-1%
Americas	-2%	-2%	-4%	+1%	-7%
(Excluding forex impact)	-14%	-6%	-7%	-2%	-0%
EMEA	+4%	-0%	-1%	-3%	-7%
(Excluding forex impact)	-7%	-4%	-4%	-4%	-5%

Commercial Printing

Hardware and non-hardware

Sales YoY	FY2024				FY2025
	Q1	Q2	Q3	Q4	Q1
Hardware	+32%	+18%	+31%	+9%	-9%
(Excluding forex impact)	+18%	+13%	+27%	+7%	-4%
Non-hardware	+16%	+6%	+5%	+2%	-4%
(Excluding forex impact)	+4%	+2%	+2%	+0%	+2%

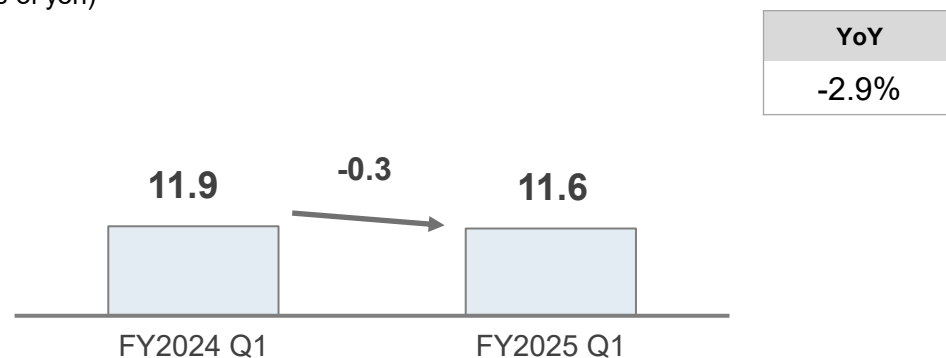
By region

Sales YoY	FY2024				FY2025
	Q1	Q2	Q3	Q4	Q1
Japan	+4%	-6%	-8%	-10%	+2%
Americas	+24%	+10%	+19%	+7%	-9%
(Excluding forex impact)	+9%	+6%	+15%	+3%	-2%
EMEA	+20%	+14%	+14%	+6%	+2%
(Excluding forex impact)	+7%	+9%	+11%	+6%	+4%

Reduced losses on such factors as strategic business selection and robust camera sales

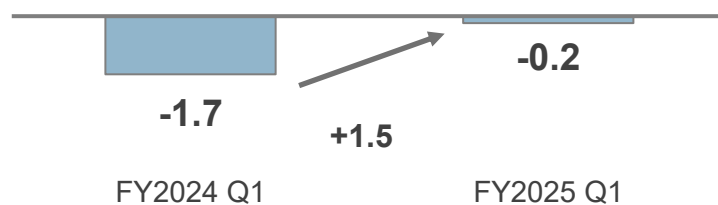
Sales

(Billions of yen)



Operating profit

(Billions of yen)



Overview

Smart Vision

- ✓ Undertook measures to strengthen business-to-business operations, focusing on construction and civil engineering
- ✓ Introduced more cloud services that enhance profitability
- ✓ Launched RICOH360 THETA A1 camera, which integrates seamlessly into a complete ecosystem.

Drug discovery support

- ✓ Secured new clinical trial preparation project for mRNA contract development and manufacturing organization business

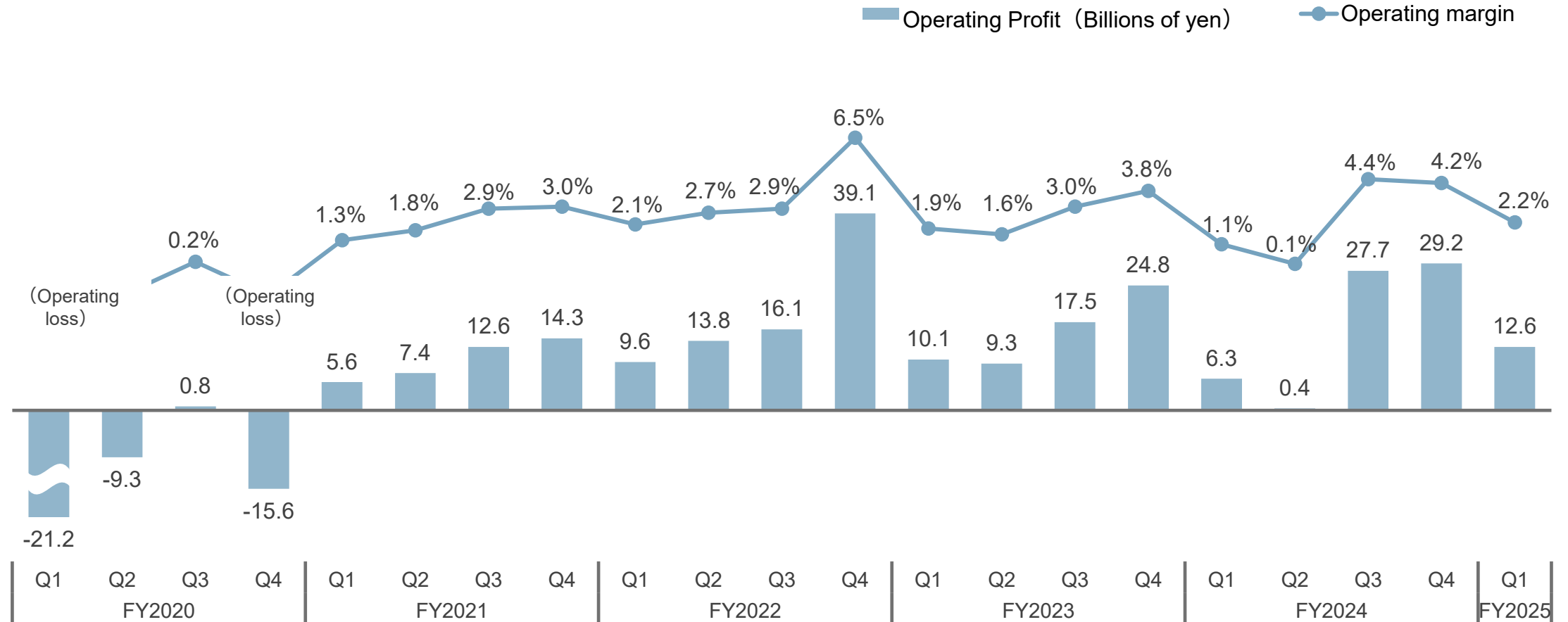
Cameras

- ✓ Performed well

Medical Imaging

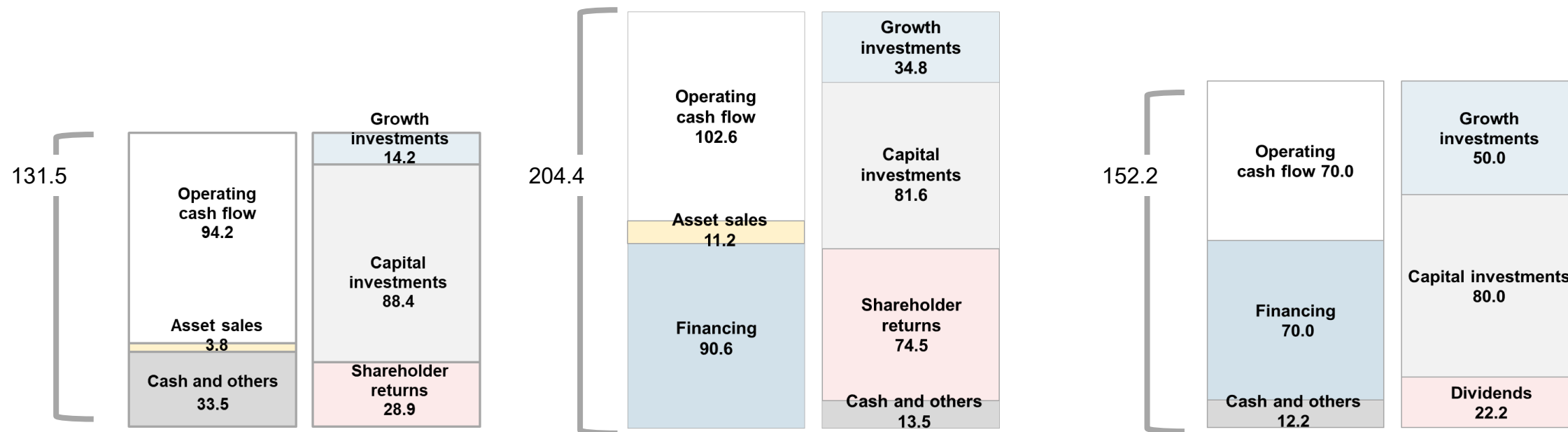
- ✓ Decided to terminate magnetoencephalography business, but will continue to provide maintenance services

Quarterly Operating Profit



Cash Flow Allocations

Note: On cash outflow basis, in billions of yen



FY2023

- ✓ Improved operating cash flows and optimized cash and time deposits by optimizing inventories
- ✓ Assessed and postponed some growth investments
- ✓ Repurchased ¥7.5 billion in shares with internal funds

FY2024

- ✓ Improved working capital to generate operating cash flows
- ✓ Divested assets by focusing on selection and concentration
- ✓ Invested in growth in Office Services
- ✓ Repurchased ¥52.5 billion in shares and paid dividends

FY2025 forecasts

- ✓ Looking to increase working capital in response to impact of U.S. tariff policy and other factors
- ✓ Will increase financing in line with growth investments
- ✓ Initial forecasts unchanged

Major ESG Awards and Recognition

- May 2025 Recognized as a leader in IDC MarketScape Worldwide Hardcopy Remanufacturing 2025 Vendor Assessment
- June Included in Asia-Pacific Climate Leaders list for fourth straight year
- July Named in TIME World's Most Sustainable Companies of 2025
- Becomes one of the Supplier Engagement Leaders for a fifth consecutive year in receiving a top score in CDP's 2024 Supplier Engagement Assessment, becoming a Supplier Engagement Leaders for the fifth consecutive year
- Ricoh selected for inclusion in six ESG indices for Japanese equities adopted by the GPIF and in the FTSE4Good Index

ESG Action

- May 2025 Headquarters starts using renewable energy from Group's first agrivoltaics offsite power purchase agreement power plant
- June Launches Global SDGs Action Month 2025 for employees to drive Fulfillment through Work action
- Ricoh Japan publishes Sustainability Report 2025
- Launches whistleblower hotline for external stakeholders
- Ricoh Japan formulates decarbonization targets and roadmap for 2050
- July Formulates Ricoh Group Basic Policy on Responding to Customer Harassment in Japan
- Expands A3 color MFP lineup by releasing RICOH IM C6000F CE/C2500F CE
- Ricoh Japan collaborates with ASUENE Inc. in project to help small and medium-sized enterprises in Tokyo formulate decarbonization management plans

RICOH
imagine. change.