

### **Sustainably Enhancing Corporate Value**

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#### **Growth path towards a Digital Services Company**

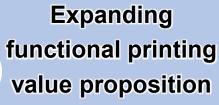


# Markets and customers

Existing

## Commercial and Industrial Printing

Leverage existing technologies



Inkjet-printed perovskite solar cells

Providing value through new services in new domains

Domestic generative Al development project



#### **Office Printing**

**Bolster profitability** 



#### **Office Services**

Build recurring revenue on solid customer base

Existing

New



#### **Office Printing Achievements**



Providing value

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# Markets and customers

Existing

New

**Commercial and Industrial** 

#### **Office Printing**

- Launched ETRIA joint venture with Toshiba Tec
- Welcomed Oki Electric to ETRIA
- Released MFPs incorporating PFU scanners

## Toshiba Tec's high-efficiency development and imaging technology Oki Electric's LED technology Ricoh's diverse peripherals range Ricoh's environmental, image process, security, and other capabilities

Existing

New



# Markets and customers

Existing

**Commercial and Industrial Printing** 

Expanding functional printing

Providing value through new services in new

Leverage existing technologies



**Office Services** 

- Piling up recurring revenues and earnings steadily
- Inorganic growth
- Created more customer value through AI and other technologies



Bolster profitability

Existing

New



#### **Commercial and Industrial Printing Achievements**



# Markets and customers

New

Existing

#### **Commercial and Industrial Printing**

Strengthening product lineup and constantly launch new products to build earnings



oanding nal printing proposition Providing value
through new
services in new
domains

Office Printing

Bolster profitability

Office Services

Build recurring revenue on solid customer base

Existing

New



#### **Growth path towards a Digital Services Company**



## Markets and customers

Existing

### Commercial and Industrial Printing

Leverage existing technologies



Office Printing
Bolster profitability

## Expanding functional printing value proposition

Selected for NEDO's next-generation solar cell development project

Providing value through new services in new domains

Selected for NEDO's domestic generative AI development and strengthening project "GENIAC"

#### **Office Services**

Build recurring revenue on solid

Existing

New



#### **Challenge and Response**



Promoting transformation of revenue structure through the Corporate Value Improvement Project since FY23 to concentrate resources on digital services,

Transformation of Headquarters (HQ)

Acceleration of Business selection and concentration

Transformation of Office Printing business structure

Acceleration of Office Services' profit growth

Optimizing R&D

Optimizing back-office functions

**SCM** optimization

Optimizing sales and services structure



#### Remaining Issues in the Current Mid-Term Management StrategyRICOH



The growth of the office services business is being offset by the decline in profits from office printing and increased costs caused by changes in the business environment.

#### Issues

**Further improvement of** profitability in office services

**Further strengthening** response to the shrinking printing market

Response to changes in the external environment

#### Projections under current mid-term management strategy

- Sales and recurring revenue growing steadily but profitability falling short of expectations
- Standardization of services to improved profitability still in progress.
- Late A4 launch led to missed opportunities and A3 color MFP market share decline
- Measures to recover from inflation, tariffs, and other operating climate changes failing to deliver outcomes in near term, hampering performance



#### **Sustainably Enhancing Corporate Value**



#### **Earnings**

### Drive Office Services and earnings growth

- Accelerate growth of highmargin recurring revenue
- Reinforce standardized services globally
- Strengthen proprietary software business

### Generate earnings in shrinking Office Printing market

- Leverage technology synergies with ETRIA to become more competitive
- Enhance efficiency and market shares with common engine
- Strengthen and review channel strategies

## **Expand Commercial and Industrial Printing MIF and improve utilization rates**

- Increase installed base of highmargin, high-segment color continuous-feed printers
- Expand inkjet component business

#### **Enter next structural reform stage**

continuous cost reduction and organizational restructuring

#### Capital

### Pursue asset-light management

Reassess assets, liabilities, and capital balance

### Strengthen ROIC management

Drive business portfolio management evolution

#### **Shareholder returns**

Flexible capital strategy with a strong focus on TSR.



#### **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

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Note: These materials define fiscal years as:

FY2025 (or fiscal 2025) = Fiscal year ending March 31, 2026, etc.

## RICOH imagine. change.