Consolidated Results for Three Months Ended June 30, 2026

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August 3, 2026

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

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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:
FY2026 (or fiscal 2026) = Fiscal year ending March 31, 2027, etc.

Overview of FY2026 Q1 Results

Key Points about Performance during Term

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Results	• **Revenues and earnings increased, and were on track after excluding one-time factors and foreign exchange impacts** • **Workplace Services (WS)** Revenues and earnings rose – Notwithstanding double-digit domestic revenue growth in IT and application services despite falling PC replacement demand, investment sentiment in Europe and the U.S. remained sluggish amid economic uncertainty – Segment recurring revenue was on track, increasing 9%. While orders in European and the U.S. remained sluggish, Japan achieved its target with 19% growth. • **Digital Products (DP)** Revenues and earnings rose – Non-hardware earnings exceeded projections on machine-in-field (MIF) management and sales promotions in the Japanese, APAC, and Latin American markets – Mitigated impact of rising semiconductor memory costs through price pass-throughs and procurement and production efforts – Posted one-time gains from U.S. tariff refunds and other factors • **Graphic Communications (GC)** Although Commercial Printing hardware business struggled in Europe owing to Middle East situation and economic uncertainty, non-hardware business remained robust on solid MIF levels • **Recurring earnings** Up 13% YoY (after excluding U.S. tariff refunds and related items)
Outlook	• **Full-year forecasts unchanged** Although U.S. tariff refunds should boost earnings, from Q2 will need to assess the impact of rising costs, including for semiconductor devices, as well as the situation in the Middle East and tariff rate revisions, while also factoring in MIF management measures for Office Printing

Key Points about Performance during Term

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Progress with FY2026 initiatives	**Improve profitability by lifting recurring revenues** • **Expand customer value by delivering optimal integration tailored to regional requirements** Japan: – Increased engagement with key customers offering potential for multiple recurring revenue contracts – Established Ricoh AI Consulting Co., Ltd., to provide end-to-end support for leveraging AI to solve business challenges Europe: – Created synergies that secured several major IT services deals – Expanded sales of a solution that meets demand for complying with e- invoicing regulations North America: – Streamlined Business Process Services by applying AI and other digital technologies to processes – Synergies from acquisitions completed in Q4 FY2025 emerged in Workplace Experience, while cross-selling to existing customers gained momentum • **Scale high-margin services portfolio and common modules with stronger governance** Global Major Accounts: Leveraged Workplace Experience service delivery capabilities strengthened through acquisitions across APAC, Latin America, and other regions to expand pipeline Proprietary software: Previewed new DocuWare (see positioning on slide 21) product featuring enhanced AI capabilities to partners worldwide ahead of its official release this autumn.
Shareholder returns	• ¥25 billion share repurchase program progressed on track • Maintained policy of continuously lifting dividends and flexibly providing additional shareholder returns, targeting a total return ratio of 50%; kept annual dividend target unchanged at ¥44 per share

Key Indicators

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	FY2025 Q1	FY2026 Q1	Change	
Sales	580.7	**629.8**	+49.0	+8.4%
Gross profit	207.3 (35.7%)	237.5 (37.7%)	+30.1	+14.6%
Selling, general and administrative expenses	194.7 (33.5%)	189.7 (30.1%)	-4.9	-2.5%
Operating profit	12.6	**47.7**	+35.1	+277.8%
Operating margin	2.2%	7.6%	+5.4pt	-
Profit attributable to owners of the parent	9.6	**37.0**	+27.4	+284.1%
EPS (Yen)	16.96	65.30	+48.34	
Average exchange rates Yen/US$	144.54	159.45	+14.91	
Average exchange rates Yen/euro	163.87	185.34	+21.47	

Capital expenditures	9.7	9.4	-0.2
Depreciation	10.7	10.5	-0.2
R&D expenditures	19.0	19.6	+0.6

Operating Profit Comparisons

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Performed in line with expectations after excluding one-time factors and forex impacts

Sales mix — Recurring revenue: While Workplace Services performance was somewhat weak, surpassed target through dealer sales initiatives for Digital Products and outcomes from ETRIA
Non-recurring revenue: Earnings decreased as demand normalized following purchasing rush in previous year ahead of U.S. tariffs, although decline was within expectations

One-time factors — Recorded items related to Chinese subsidiary transfer and unplanned U.S. tariff refunds (at start of FY2026, projected items related to transfer at +¥16.5 billion, comprising +¥8.5 billion in expenses shown below and +¥8.0 billion in one-time factors)

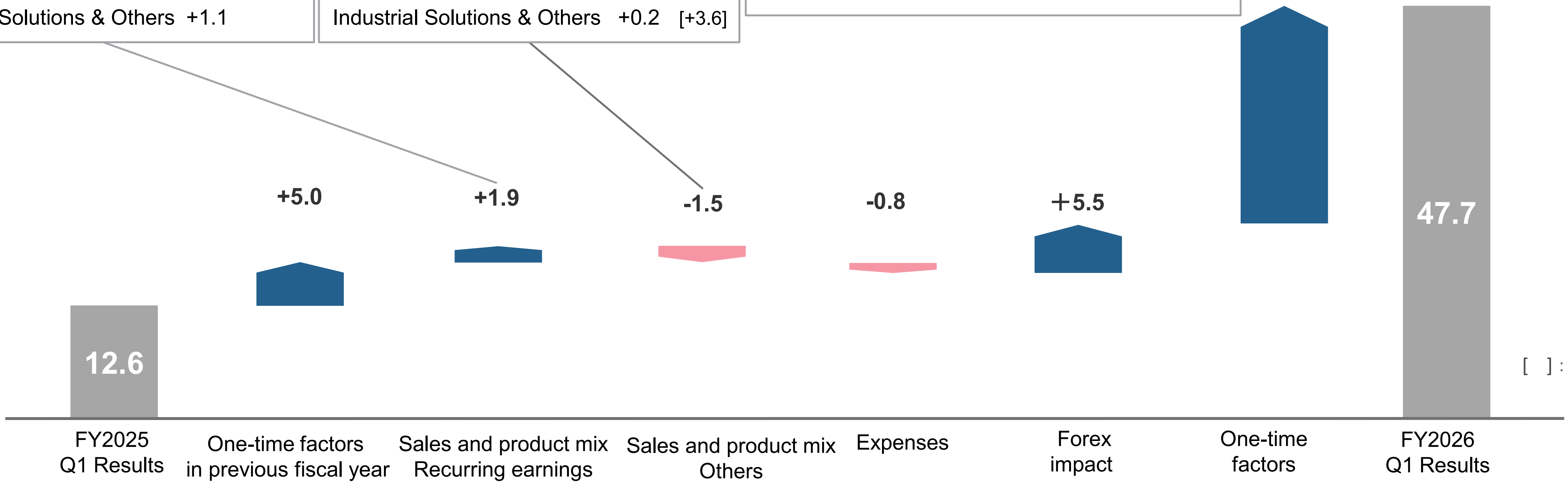
【YoY changes】

(Billions of yen)

Workplace Services	+0.7	[+17.6]
Digital Product	+0.1	[-3.8]
Graphic Communications	-0.0	[+1.5]
Industrial Solutions & Others	+1.1	

Workplace Services	+0.2	[-0.9]
Digital Products	-4.5	[-10.6]
Graphic Communications	+2.6	[+6.9]
Industrial Solutions & Others	+0.2	[+3.6]

Chinese subsidiary transfer	+17.8	[+8.0]
U.S. tariff refunds and related items	+12.2	
Structural reforms, etc.	- 5.2	[-11.1]



[ ] : Initial full-year forecast

Workplace Services

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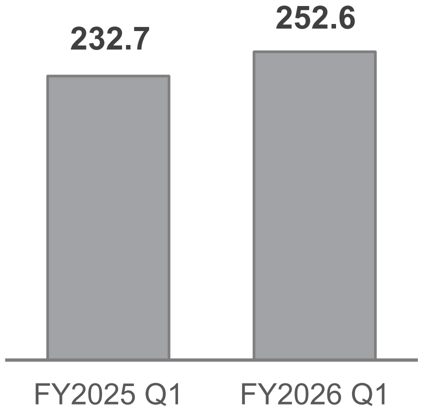
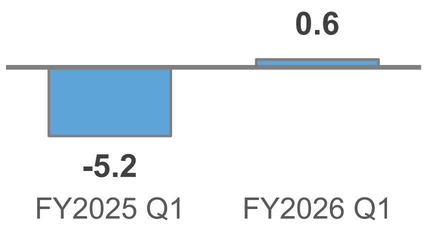
While revenues and earnings rose, investment sentiment in Europe and the U.S. remained sluggish amid economic uncertainty

(Billions of yen)

Sales

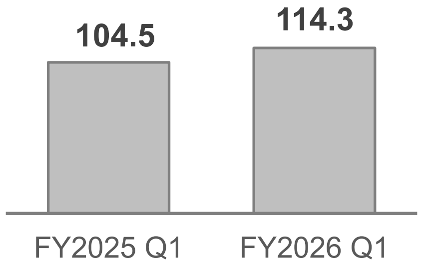


Operating profit

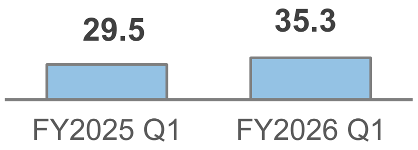


Recurring Business

Revenue



Gross Profit



YoY: Sales increased ¥19.9 billion (9%) and operating profit rose ¥5.8 billion (or ¥0.8 billion after excluding one-time items)

Recurring business YoY: Revenues rose 9% and while gross profit climbed 20%

- In Japan, IT and application services sales continued rising despite PC replacement demand drop-off. New investment demand remained weak in Europe and United States
- Recurring revenue increased 19% in Japan but decreased in Europe and United States owing to weak demand and impact of business divestment in previous year
- Operating profit was on track, at ¥600 million
  - – With re-segmentation, revised cost allocations between Workplace Services and Digital Products.
  - – Accumulated recurring revenue now provides earnings base that covers fixed costs
  - – H2-weighted target reflects timing of revenue recognition for IT infrastructure and one-time services
  - → Under five years of Mid-Term Strategy ‘26, seeking to increase recurring gross profit to more than ¥100 billion and stabilize quarterly earnings

Progress with FY2026 initiatives

Japan: Established Ricoh AI Consulting to support customers end to end, from developing AI strategies to implementing and embedding business solutions
Increased engagement with key customers offering potential for multiple recurring revenue contracts

Europe: Deployed collaborative sales assessment system and secured several major IT services deals through synergies with acquired subsidiaries
Combined DocuWare and partner offerings to expand sales of a solution that meets regulatory demand for e-invoicing

Americas: Applied AI across Business Process Services to enhance efficiency and acquired customers through proprietary digital platform
In Workplace Experience, PPI* and ET Group*, acquired in Q4 FY2025, contributed steadily to results, while cross-selling to existing Ricoh customers progressed

* See slide 21 showing categorizations of acquired companies

Workplace Services Performances by Area

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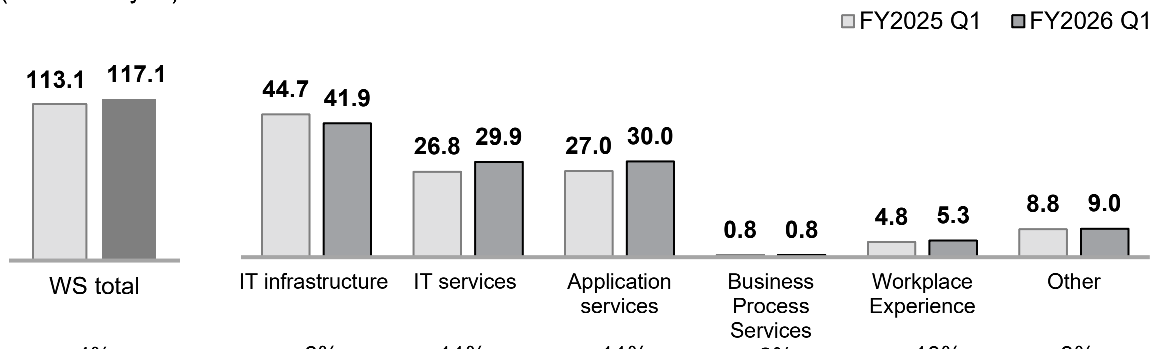
(Billions of yen)

Japan

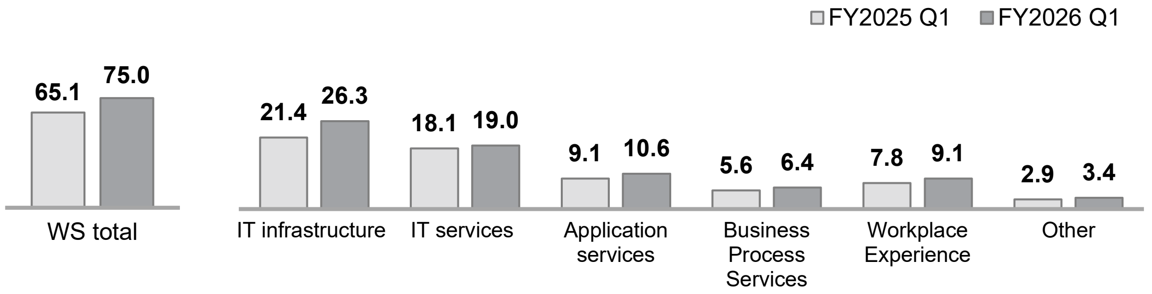


	WS total	IT infrastructure	IT services	Application services	Business Process Services	Workplace Experience	Other
YOY	+4%	-6%	+11%	+11%	-2%	+10%	+3%

Double-digit IT and Application Services sales growth continued despite PC replacement demand drop-off

- ✓ Service-in-field (SIF) levels progressed steadily toward full-year target
- ✓ In IT Services, security-related offerings again performed solidly
- ✓ Expanded industry-specific business applications by addressing demand arising from legal changes, including revisions to long-term care reimbursement rates

Europe

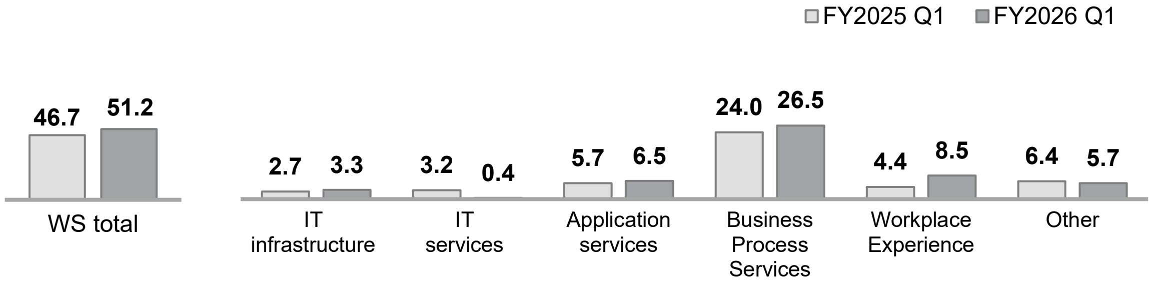


	WS total	IT infrastructure	IT services	Application services	Business Process Services	Workplace Experience	Other
YoY	+15%	+23%	+5%	+17%	+14%	+16%	+17%
(excluding forex impact)	(+2%)	(+9%)	(-8%)	(+3%)	(+1%)	(+3%)	(+4%)

Sales increased through acquisition synergies, offsetting weak market demand

- ✓ Synergies from acquired companies continued to expand PFH* secured several major IT services deals
- ✓ Demand for compliance with e-invoicing regulations drove DocuWare growth

Americas



	WS total	IT infrastructure	IT services	Application services	Business Process Services	Workplace Experience	Other
YoY	+10%	+24%	-87%	+14%	+10%	+92%	-11%
(excluding forex impact)	(-1%)	(+13%)	(-88%)	(+4%)	(+0%)	(+74%)	(-19%)

Sales remained flat, while Workplace Experience strengthened delivery capabilities and generated acquisition synergies

- ✓ Workplace Experience secured several orders from existing customers through sales synergies with companies acquired in Q4 FY2025
- ✓ Business Process Services maintained sales and profitability through operational efficiencies and pricing discipline despite sluggish customer demand for new orders
- ✓ IT Services sales declined following sale of the U.S. managed IT services business in Q3 FY2025

* See slide 21 showing categorizations of acquired companies

Digital Products

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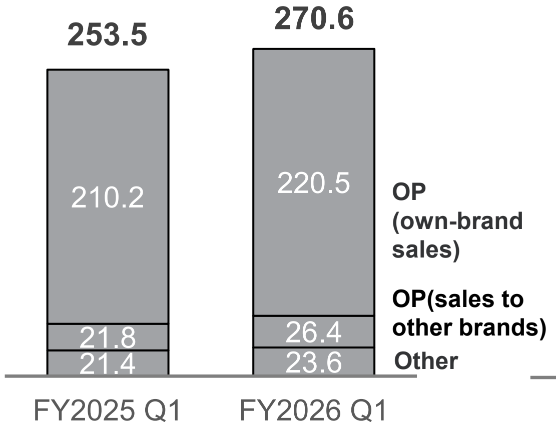
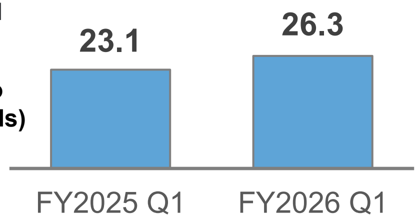
Sales basically unchanged YoY after excluding forex impact, with earnings increasing on U.S. tariff refunds and other factors
Met earnings target owing partly to MIF management and dealer channel initiatives

(Billions of yen)

Sales

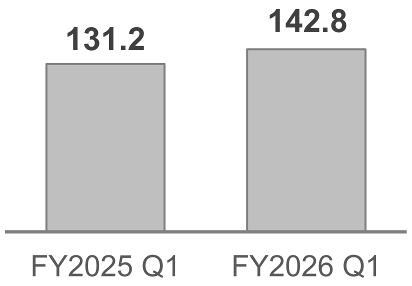


Operating profit

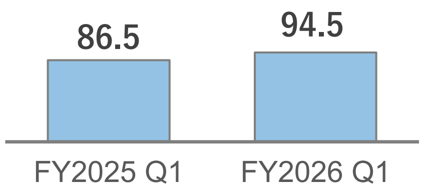


Recurring Business

Revenue



Gross Profit



YoY: Sales increased ¥17.1 billion (7%) and operating profit rose ¥3.1 billion

Recurring business YoY: Revenues and gross profit both rose 9%

- **Office Printing (own-brand sales)**

  Japan: Lifted unit sales; MIF management and other measures launched in previous year limited non-hardware sales decline to 1%, surpassing target

  Europe: Hardware sales again weak amid Middle East disruptions and price competition, also affecting non-hardware sales

  Americas: Dealer sales initiatives boosted hardware unit sales YoY in June despite sluggish demand

Hardware and non-hardware (own-brand sales)

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Annual	Q1
Hardware	-2%	-7%	-0%	+1%	-2%	+5%
(Excluding forex impact)	+2%	-8%	-4%	-5%	-4%	-4%
Non-hardware	-8%	-3%	-1%	+1%	-3%	+5%
(Excluding forex impact)	-5%	-4%	-4%	-4%	-4%	-3%

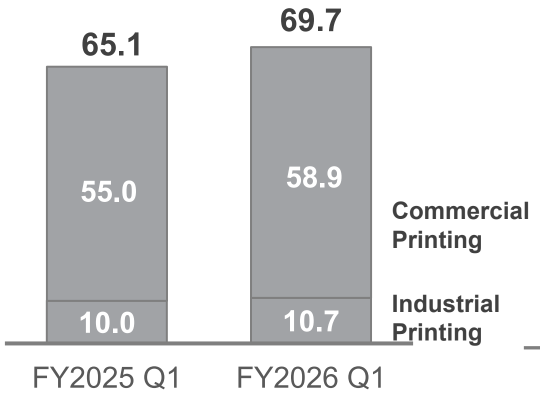
- **ETRIA (development and manufacturing)**
  - ✓ Reorganized European toner production sites to build more competitive global production structure
  - ✓ Sales to partners increased 21%, benefiting from ongoing impact of partnership with Oki Electric
  - ✓ Mitigated impact of rising semiconductor memory costs through price pass-throughs and procurement and production efforts; cost impacts should intensify from Q2

Graphic Communications

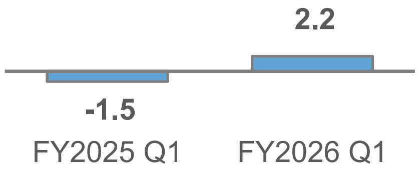
Commercial Printing hardware sales again sluggish in Europe amid Middle East disruptions and economic uncertainty

(Billions of yen)

Sales

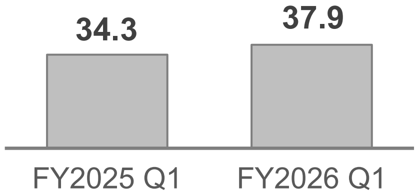


Operating profit

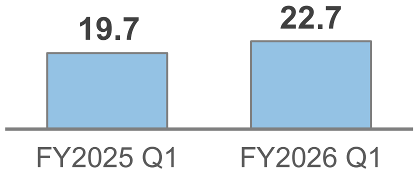


Recurring Business

Revenue



Gross Profit



YoY: Sales increased ¥4.6 billion (7%) and operating profit rose ¥3.8billion
Recurring business YoY: Revenues rose 10%, while gross profit increased 15%

Commercial Printing
Non-hardware: Performed solidly
Hardware: Sales rose YoY on successful sales initiatives in Americas, although customers remained cautious about investing; European sales remained weak amid Middle East disruptions and economic uncertainty

Hardware and non-hardware (Commercial Printing)

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Full year	Q1
Hardware	-9%	-10%	-21%	+5%	-8%	-1%
(Excluding forex impact)	-4%	-11%	-24%	+1%	-9%	-10%
Non-hardware	-4%	+1%	+6%	+11%	+4%	+12%
(Excluding forex impact)	+2%	0%	+2%	+4%	+2%	+1%

Industrial Printing
Inkjet heads: Sales increased, driven by solid shipments supported by strong sales of printers for promotional applications

Industrial Solutions / Other

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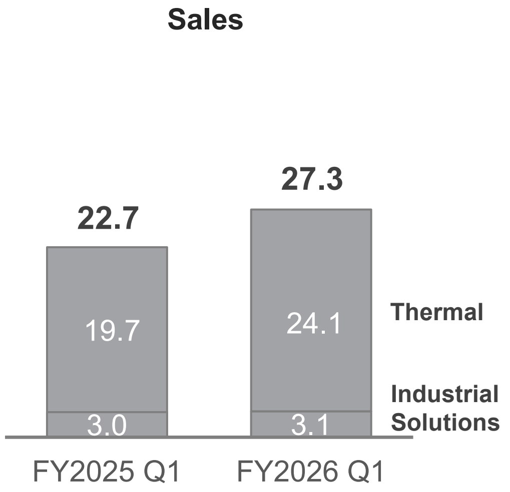
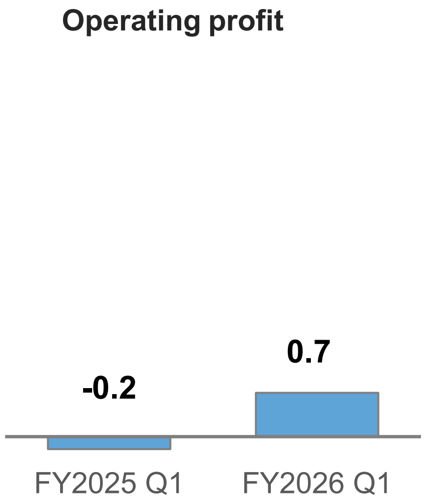
Industrial Solutions

(Billions of yen)





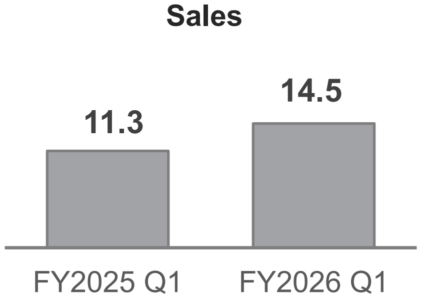
Revenues and earnings increased on Thermal business demand recovery in Americas

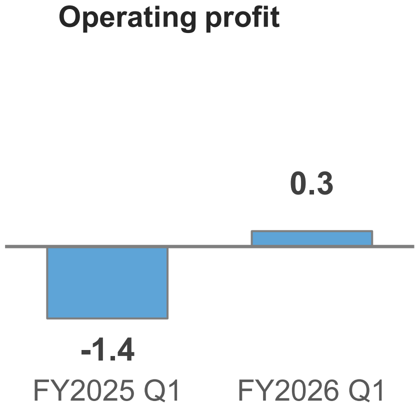
YoY: Sales increased ¥4.5 billion (20%) and operating profit rose ¥0.9 billion

- **Thermal**
  - ✓ In Japan and Europe, customer purchases were brought forward to secure inventory amid concerns about Middle East-related shortages and price hikes.
  - ✓ Sales remained robust in Americas on e-commerce demand growth
  - ✓ Raised prices to offset higher costs for petroleum-derived materials, fuel, and other items

Other

(Billions of yen)





Restored profitability primarily on strong camera business performance

YoY: Sales increased ¥3.2 billion (29%) and operating profit rose ¥1.8 billion

- **Smart Vision**
  - ✓ Accelerated shift from stand-alone hardware sales to cloud services that generate recurring revenue
- **Cameras**
  - ✓ Performed well and increased earnings, primarily on strength of RICOH GR series demand

Statement of Financial Position

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Inventories rose on stockpiling for Q2 sales and measures related to production transfers, while trade receivables and payables decreased with seasonal trends and total assets dropped on currency-neutral basis

Assets
(Billions of yen)

	As of June 30, 2026	Change from June 31, 2026
Current Assets	**1,331.2**	+6.8
Cash & time deposits	**233.7**	+26.6
Trade and other receivables	**539.3**	-49.0
Other financial assets	**124.0**	-0.4
Inventories	**353.9**	+22.9
Other current assets	**80.1**	+6.6
Non-current assets	**1,213.0**	-2.7
Property, plant and equipment	**209.3**	-2.7
Right-of-use assets	**80.7**	+0.0
Goodwill and intangible assets	**449.1**	-1.6
Other financial assets	**205.0**	-1.3
Other non-current assets	**268.7**	+3.0
Total Assets	**2,544.2**	+4.1

Amassed inventories to support Q2 sales and handle production transfers, etc.

¥-16.9 after stripping out forex

Exchange rate as of June 30, 2026:	US$ 1	= ¥ 162.39 (+2.51)
(change from Mar 31, 2026, rate)	EURO 1	= ¥ 185.35 (+1.94)

Liabilities and Equity
(Billions of yen)

	As of June 30, 2026	Change from Mar 31, 2025
Current Liabilities	**875.8**	-10.8
Bonds and borrowings	**150.5**	+16.5
Trade and other payables	**302.0**	-43.0
Lease liabilities	**26.5**	+0.5
Other current liabilities	**396.7**	+15.1
Non-current Liabilities	**456.6**	-9.2
Bonds and borrowings	**287.3**	-10.8
Lease liabilities	**60.9**	-1.2
Accrued pension & retirement benefits	**40.3**	-0.0
Other non-current liabilities	**68.0**	+2.8
Total Liabilities	**1,332.5**	-20.1
Total equity attributable to owners of the parent	**1,179.1**	+22.9
Noncontrolling Interest	**32.5**	+1.2
Total Equity	**1,211.7**	+24.2
Total Liabilities and Equity	**2,544.2**	+4.1
Total Debt*	**437.8**	+5.7

Increase in foreign currency translation adjustments

*Total for bonds and borrowings

Statement of Cash Flows

Higher earnings and proceeds from business divestments boosted free cash flow

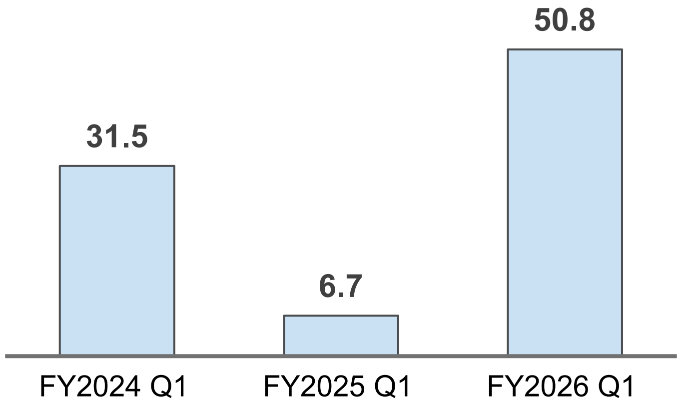
（Billions of yen）

	FY2025 Q1	**FY2026 Q1**
Profit	10.2	**37.7**
Depreciation and amortization	27.7	**29.4**
Other operating activities	-15.3	**-7.2**
Net cash provided by (used in) operating activities	22.6	**59.8**
Plant and equipment	-8.8	**-9.3**
Purchase of business, net of cash acquired	-1.1	**-0.3**
Other investing activities	-5.9	**0.6**
Net cash provided by (used in) investing activities	-15.8	**-9.0**
Net increase of debt and bonds	-20.8	**-2.5**
Dividends paid	-10.8	**-11.3**
Payments for purchase of treasury stock	-0.0	**-6.4**
Other financing activities	-9.9	**-8.2**
Net cash provided by (used in) financing activities	-41.5	**-28.6**
Effect of exchange rate changes on cash and cash equivalents	-0.8	**-2.2**
Net increase (decrease) in cash and cash equivalents	-35.6	**19.8**
Cash and cash equivalents at end of period	146.2	**213.3**
Free cash flow*	6.7	**50.8**

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

Free Cash Flow

（Billions of yen）



Fiscal 2026 Outlook

Full-year forecasts unchanged

Although U.S. tariff refunds should boost earnings, from Q2 will need to assess the impact of rising costs, including for semiconductor devices, as well as the situation in the Middle East and tariff rate revisions, while also factoring in MIF management measures for Office Printing

Key Indicator Outlooks for FY2026

Retaining initial outlook

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(Billions of yen)

		FY2025	FY2026 forecast	Change
Sales		2,608.3	**2,700.0**	+3.5%
Gross profit		889.1	920.0	+3.5%
Selling, general and administrative expenses		798.4	825.0	+3.3%
Operating profit		90.7	**95.0**	+4.7%
Operating margin		3.5 %	3.5%	+0.0pt
Profit attributable to owners of the parent		55.6	**62.0**	+11.4%
EPS (Yen)		97.80	**111.04**	+13.24
ROE		5.1%	**5.4%**	+0.3pt
ROIC		4.0%	**4.4%**	+0.4pt
Average exchange rates	Yen/US$	150.79	150.00	-0.79
	Yen/euro	174.81	175.00	+0.19
Capital expenditures		48.8	60.0	+11.1
Depreciation		44.9	45.0	+0.0
R&D expenditures		77.4	80.0	+2.5

FY2026 Outlook Operating Profit Comparisons

Retaining initial outlook

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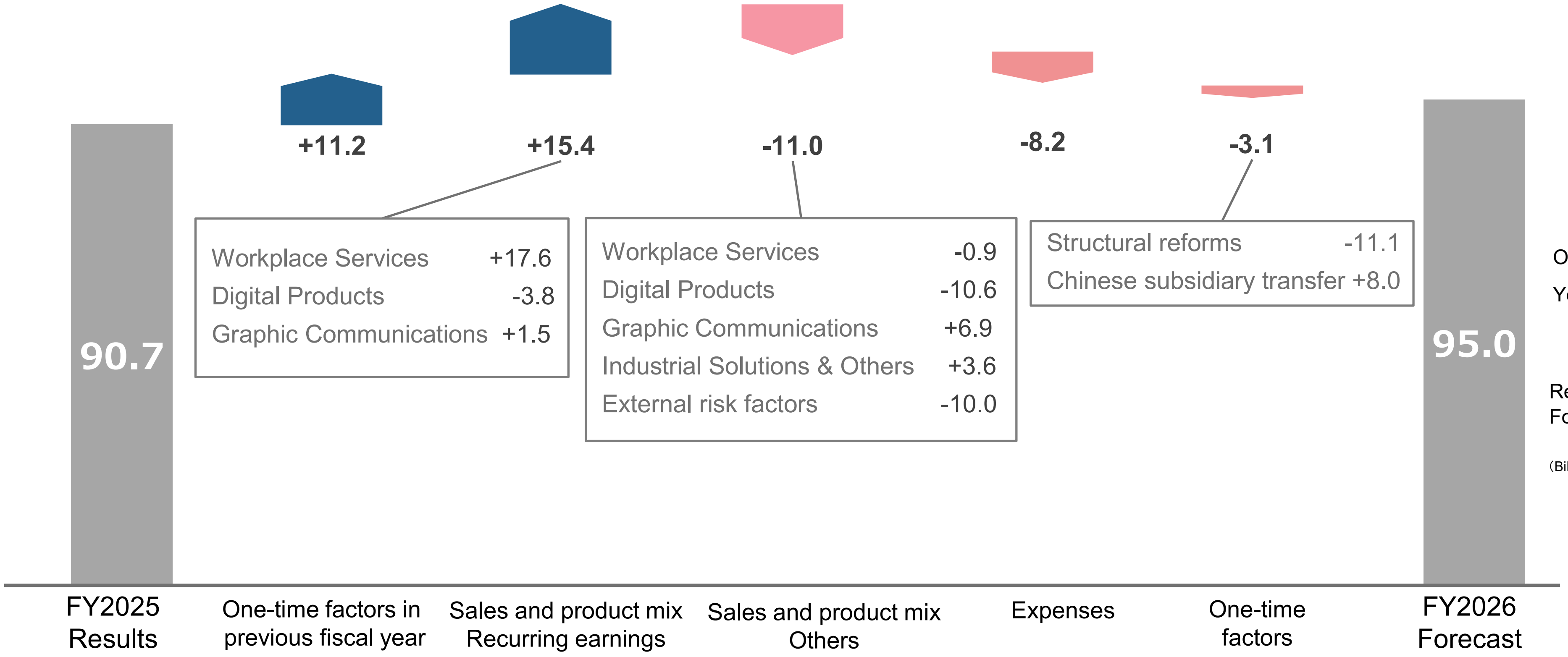
- ✓ Workplace Services-driven recurring earnings growth should offset declines in Office Printing hardware and other areas
- ✓ While looking to absorb most of the cost increases in semiconductor memory and other components through price adjustments, have set aside ¥10 billion contingency reserve
- ✓ Address inflation-driven labor and other cost hikes in short and medium term by continuing to control expenses and reform cost structure

YoY changes

(Billions of yen)



Office Printing assumptions

YoY sales changes: Hardware +3%

Non-hardware -3%

Reference:
Foreign exchange rate sensitivity*

(Billions of yen)	Sales	Operating profit
US$	4.1	0.2
Euro	3.6	0.8

*Annual impact per ¥1 change in exchange rates

Segment Sales and Operating Profit

Retaining initial outlook

	FY2025	FY2026 Forecast	YoY change
Workplace Services	1,106.7	1,130.0	+23.2
	23.6	50.0	+26.4
Digital Products	1,073.9	1,105.0	+31.1
	77.4	57.0	-20.4
Graphic Communications	284.0	310.0	+26.0
	-8.8	-5.5	+3.3
Industrial Solutions	106.6	115.0	+8.4
	3.3	4.5	+1.2
Other (Camera, New business)	61.7	63.8	+2.1
	-5.8	-0.6	+5.2
Eliminations and corporate	-24.7	-23.8	+0.9
	1.0	-10.4	-11.4
Total	**2,608.3**	**2,700.0**	**+91.7**
	90.7	**95.0**	**+4.3**

✓ Changes from re-segmentation
• Key factors behind changes from FY2025 results to FY2026 forecasts

✓ Transferred Office Printing sales to Digital Products
✓ Reviewed shared expenses and transferred costs to other segments (Digital Products, Graphic Communications, Other, and Corporate)
• FY2025 one-time factor elimination and higher recurring earnings

✓ Posted Office Printing sales
• One-time expenses in FY2026 and Office Printing non-hardware demand contraction

✓ Recorded inkjet printing-related businesses and investments
✓ Reviewed shared expenses and transferred from old RICOH Digital Services segment
• Recurring earnings growth

✓ Transferred inkjet printing-related business to Graphic Communications
• Thermal business growth

✓ Transferred inkjet printing-related business to Graphic Communications
✓ Reviewed shared expenses and transferred from RICOH Digital Services
• Elimination of one-time factors from FY2025 and new business growth

✓ Transferred inkjet printing-related investments to Graphic Communications
✓ Reviewed shared expenses and transferred from RICOH Digital Services
• External risk factors recorded

Appendix

Key Performance Indicators for Priority Measures

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ROIC

Operating profit

Priority measures		Key Performance Indicators		FY2026 targets	F2026Q1 results
Improve profitability by lifting recurring revenues	Expand customer value by delivering optimal integration tailored to regional requirements	Recurring earnings growth rate		+2.5%	+13%
		Recurring revenue growth rate*1	Japan	+8%	+7%
			North America	+2%	-4%
			Europe	+2%	-5%
		Workplace Services recurring earnings growth rate	Japan	＋15%	+20%
		Number of SIF (service in field) contracts	Japan	2.64 million	2.31 million
	Scale high-margin services portfolio and common modules with stronger governance	Global Major Accounts sales growth**1		+5%	– *3
		Software business (mainly DocuWare) sales growth rate*1		＋19%	+8%
	Strengthen sales structure and launch competitive products via ETRIA (Office Printing)	Sales to partners (outside Ricoh brand)		¥105.0 billion	¥26.4 billion
		Variable cost reduction		¥3.5 billion	¥0.7 billion
	Improve Commercial Printing profitability	High-end color cutsheet printer unit sales growth rate		+10%	-10%
		High-speed inkjet printer unit sales growth rate		+90%	–*3
Energize and empower our people	Optimize talent portfolio and maximize individual capabilities	Human Capital ROI		18%	– *2
		Number of certified frontline employees		15,500	– *2
		Number of employees with Digital Skills Level 2 or above rating*3		13,200	– *2
	Employ diverse talent	Engagement score		3.96	– *3

Invested capital

Business foundations	Upgrade key enterprise systems (human resources, sales, budgeting, accounting, maintenance services, and production) and digitize processes to standardize and streamline operations
CCC	Strengthen inventory and sales and credit management through headquarter supply chain management, deploying measures for each business unit

*1 Annual revenue growth rates after factoring out foreign exchange
*2 Will disclose results with H1 earnings announcement
*3 Will disclose results with full-year earnings announcement

Regional Sales and Service Company Performances

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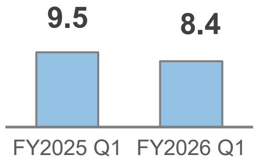
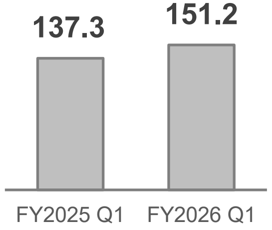
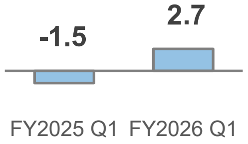
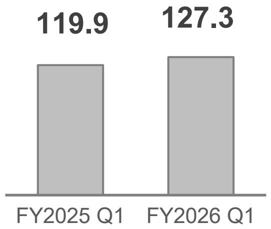
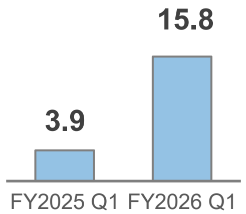
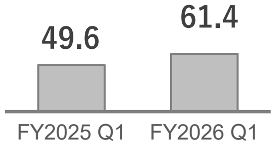
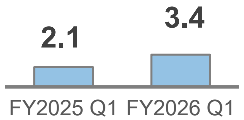
Region	Sales (Billions of yen)	Operating profit (Billions of yen)	Recurring revenue KPIs		
Japan Ricoh Japan			Recurring revenue growth 7%	P/L	In Workplace Services, IT Services and Application Services again delivered double-digit sales growth despite drop-off in PC replacement demand from previous year. In Office Printing, expanded profitable hardware sales and progressed with MIF management, helping stem non-hardware sales decline
			Number of SIF contracts 2.31 million	KPI	Recurring revenues rose as planned; stepped up efforts to develop key customers offering potential for multiple recurring revenue contracts. SIF contract numbers also grew steadily. Office Printing no-hardware met target
Europe Ricoh Europe			Recurring revenue growth -4%	P/L	Workplace Services sales increased, with signs of improvement in IT Services and Workplace Experience on sales assessment measures and other synergy initiatives, beginning to deliver results. Office Printing unit sales rose but price competition remained intense.
				KPI	Recurring revenues were slightly lower than planned. In Office Printing non-hardware, dealer sales initiatives progressed but deployments lagged in Middle East and other regions. Workplace Services recurring revenues declined following previous year's divestment of a business, while sluggish new orders also weighed on the buildup of recurring revenue.
North America Ricoh North America			Recurring revenue growth -5%	P/L	Recorded one-time gain related to U.S. tariff refunds. In Workplace Experience, generated acquisition synergies by proposing solutions to existing customers. Built sales pipelines at PPI and ET Group, acquired in January and February 2026, respectively.
				KPI	Recurring revenues were slightly below target. Office Printing non-hardware was mostly on track, supported by strengthened MIF management and cultivated new customers. MIF decline rate improved YoY. Workplace Services recurring revenues dropped following previous fiscal year's divestment of Managed IT Services business. New orders remained sluggish in Business Process Services .
Others Ricoh Latin America and Ricoh Asia Pacific				P/L	Performed solidly in APAC and Latin America APAC: Met the unit sales target for Office Printing hardware after prolonged lackluster sales Latin America: Major Office Printing and Workplace Services deals contributed to earnings.Harnessed acquired companies and Centers of Excellence to strengthen Workplace Services delivery capabilities across regions.

Growth Investments Progress

Company name (Acquisition date) | Company acquired in FY2025 | Alliance and in-house apps

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Countries and regions	IT Services	Application Services	Alliances	Workplace Experience
UK/Ireland	PFH (FY2023)			Pure AV (FY2022)
Germany	MTI (FY2020)	DocuWare (FY2019); natif.ai (FY2024); DocuScan (FY2023)		DataVision (FY2020)
France	Corelia (FY2022)			
Italy	Mauden (FY2019)			
Spain/ Portugal	IPM & TS (FY2019); Pamafe (FY2021)			TechnoTrends (FY2015)
The Netherlands	Avantage (FY2021)			
Switzerland	LAKE (FY2019)	Axon Ivy (FY2021)		
Belgium	UpFront (FY2015) 統合 Orbid (FY2020)			
Poland	SimplicITy (FY2020)	Deploying offerings globally		
Scandinavia				AVC (FY2022)
Japan	PFU (FY2022)		RICOH kintone plus (FY2022)	
APAC				Global Vision Multimedia (FY2026)
North America				Cenero (FY2022); Presentation Products (FY2025); ET Group (FY2025)
Latin America		ValueTech (FY2025)		Videocorp (FY2023); Go2neXt (FY2025)

*Acquired companies integrated into Ricoh business segments (acquisition year/country): ADA (FY2013/Germany), NPO (FY2014/Italy; partially divested), Aventia (FY2013/Spain), Ridgian (FY2015/United Kingdom), and Techno Trends（FY2015/Spain）

Shareholder Returns

Retaining initial outlook

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- **Maintain 50% total return target**

- Lift earnings per share by boosting dividends and repurchasing shares

  Dividends per share

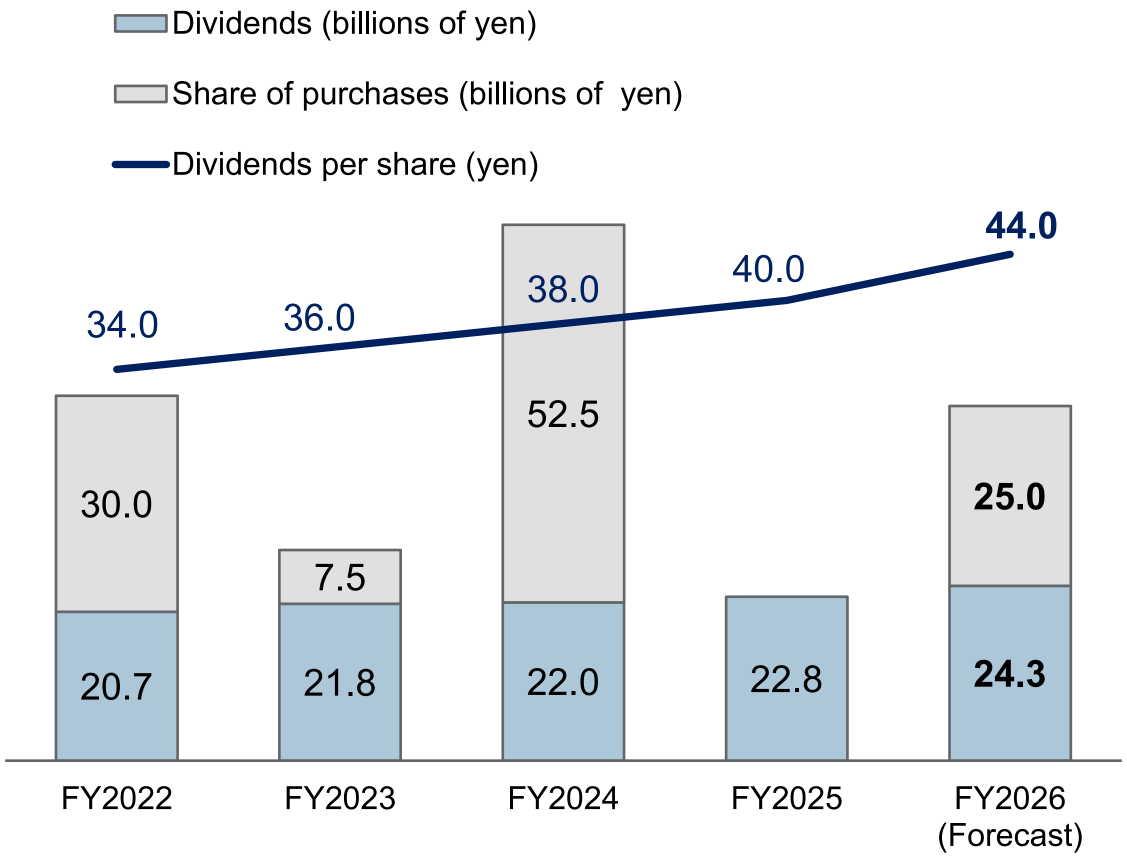
  ✓ **FY2025: Boosted to ¥40 (¥20 interim and ¥20 year-end)**

  ✓ **FY2026: Lift to ¥44 (¥22 interim and ¥22 year-end)**

  Treasury Stock

  ✓ Establish a treasury stock repurchase of ¥25 billion as additional shareholder returns

- 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



	FY2022	FY2023	FY2024	FY2025	FY2026 (Forecast)
Payout ratio	38.6%	49.6%	48.6%	40.9%	39.6%
Total return ratio	93.8%	66.7%	163.4%	40.9%	79.9%

Data (sales by category and for Workplace Services)

(Billions of Yen)			FY2025 Q1	FY2026 Q1
Workplace Services			232.7	252.6
	Operating profit		-5.2	0.6
		Percentage of sales	-2.3%	0.3%
Digital Products	Sales		253.5	270.6
	Operating profit		23.1	26.3
		Percentage of sales	9.1%	9.7%
Graphic Communications	Sales		65.1	69.7
	Operating profit		-1.5	2.2
		Percentage of sales	-2.4%	3.3%
Industrial Solutions	Sales		22.7	27.3
	Operating profit		-0.2	0.7
		Percentage of sales	-0.9%	2.8%
Other	Sales		11.3	14.5
	Operating profit		-1.4	0.3
		Percentage of sales	-13.2%	2.5%
Corporate and eliminations	Sales		-4.7	-5.1
	Operating profit		-2.0	17.3
Total	Sales		580.7	629.8
	Operating profit		12.6	47.7
		Percentage of sales	2.2%	7.6%

		FY2025 Q1	FY2026 Q1
Exchange rate	Yen/US$	144.54	159.45
	Yen/euro	163.87	185.34

Workplace Services

Sales (Billions of yen)	FY2025 Q1	FY2026 Q1	YoY	(Excluding forex impact)
Workplace Services	232.7	252.6	+9%	+2%
IT Infrastructure	70.4	73.8	+5%	-0%
IT Services	49.5	50.6	+2%	-3%
Application Services	43.2	49.0	+13%	+9%
Business Process Services	31.3	34.6	+11%	-0%
Workplace Experience	18.4	24.3	+32%	+21%
Other	19.7	20.0	+1%	-4%

Data (for Digital Products and Graphic Communications)

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Office Printing (own-brand sales)

Hardware and non-hardware

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Full year	Q1
Hardware	-2%	-7%	-0%	+1%	-2%	+5%
(Excluding forex impact)	+2%	-8%	-4%	-5%	-4%	-4%
Non-hardware	-8%	-3%	-1%	+1%	-3%	+5%
(Excluding forex impact)	-5%	-4%	-4%	-4%	-4%	-3%

By area

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Full year	Q1
Japan	-1%	-3%	-1%	-2%	-2%	0%
Americas	-7%	-10%	-3%	-3%	-6%	6%
(Excluding forex impact)	-0%	-9%	-4%	-5%	-5%	-4%
EMEA	-7%	+2%	+3%	+6%	+1%	7%
(Excluding forex impact)	-5%	-3%	-7%	-7%	-6%	-5%

Commercial Printing

Hardware and non-hardware

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Full year	Q1
Hardware	-9%	-10%	-21%	+5%	-8%	-1%
(Excluding forex impact)	-4%	-11%	-24%	+1%	-9%	-10%
Non-hardware	-4%	+1%	+6%	+11%	+4%	+12%
(Excluding forex impact)	+2%	0%	+2%	+4%	+2%	+1%

By area

Sales YoY	FY2025					FY2026
	Q1	Q2	Q3	Q4	Full year	Q1
Japan	+2%	+1%	-4%	+1%	-0%	-3%
Americas	-9%	-8%	-14%	+7%	-6%	12%
(Excluding forex impact)	-2%	-6%	-15%	+5%	-5%	1%
EMEA	+2%	+4%	+3%	+11%	+5%	0%
(Excluding forex impact)	+4%	-1%	-6%	-2%	-2%	-11%

ESG Update

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Major ESG Awards and Recognition

May	2026	Named as Leader in IDC MarketScape Worldwide Hardcopy Remanufacturing 2025 Vendor Assessment
		Recognized as CDP 2025 Supplier Engagement Leader for sixth consecutive year
July		Named one of TIME's magazine's World's Most Sustainable Companies 2026 for third consecutive year

ESG Action

April	2026	Formulated new ESG strategy under Mid-Term Strategy '26, raising decarbonization targets and strengthening responsible renewable energy procurement
		Reopened Ricoh Eco Business Development Center as leading hub for environmental management and co-creation over coming decade
May		Launched Ricoh Global SDGs Action Month 2026 to inspire employees to understand the new materiality and take action
June		Installed one of region's largest mega solar carports at Ricoh Group plant in Tottori, reducing annual carbon dioxide emissions by around 727 metric tons and offering smartphone charging support to local residents in the event of disasters
July		Ricoh Japan published Sustainability Report 2026
		Participated in Japan Climate Leaders' Partnership's Week to End Overly Hot Summers initiative to help safeguard the future of work

セグメント概要

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Segments	Key fields		Main products and services
Workplace Services (WS)	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（PA）		
		Application Services（AS）	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（BPS）	Commissioned business for customer output centers and new services tapping customer base
	Workplace Experience （WE）		Installing, constructing, operating, and maintaining communication environments, including managed services
	Other		Businesses independently developed by regional sales and service companies, including environmental and energy businesses
Digital Products (DP)	Office printing （OP）		Sales through Ricoh channels of hardware (MFPs and printers), non-hardware (consumables, services, and support), as well as partner and other sales through ETRIA
	Other		Including scanners and electrical units
Graphic Communications (GC)	Commercial Printing（CP）		Hardware (production printers) and non-hardware (consumables, services, and support)
	Industrial Printing（IP）		Hardware (inkjet head and industrial printers) and non-hardware (consumables, services, and support)
Industrial Solutions (IS)	Thermal		Thermal paper, thermal transfer ribbons, and linerless thermal labels
	Industrial Solutions		Precision instrument components and industrial equipment

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