Consolidated Results for Three Months Ended June 30, 2026

August 3, 2026
Ricoh Company, Ltd.

- Presentation by Takashi Kawaguchi, CFO

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:
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

- Here, we present key points about our performance in the first quarter of fiscal 2026.

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

- I will also update on progress with two fiscal 2026 strategies we presented during our fiscal 2025 results briefing. I will touch on these in the following slides.

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	
	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

- Taking you through key indicators for the first quarter of fiscal 2026, sales increased 8.4% year on year, to ¥629.8 billion. Sales were also up after excluding foreign exchange and one-time factors, so we reached our internal target.

- Operating profit jumped 277.8%, to ¥47.7 billion. This rise reflected a ¥12.2 billion gain from U.S. tariff refunds and a positive ¥5.5 billion foreign exchange impact. During the term, the yen was around ¥15 down against the U.S. dollar and about ¥21 down against the euro compared with a year earlier, contributing to earnings.

- Profit attributable to owners of the parent climbed to ¥37.0 billion.

Operating Profit Comparisons

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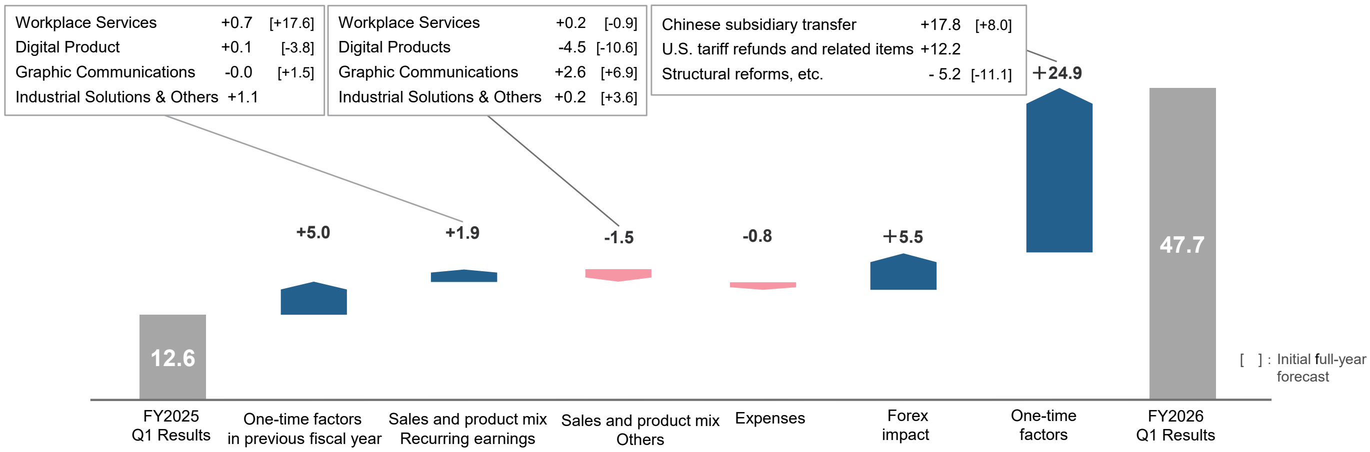
Performed in line with expectations after excluding one-time factors and forex impacts

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)



- This operating profit comparisons slide explains factors behind a year-on-year rise to ¥47.7 billion in the first quarter of fiscal 2026.
- Our operating profit in the first quarter of fiscal 2025 was ¥12.6 billion, or ¥17.6 billion after excluding one-time factors.
- Recurring businesses are a key priority. Profit from them, Sales and product mix Recurring earnings, increased ¥1.9 billion. Workplace Services earnings were short of expectations because of weak conditions in the European market. Digital Products and Graphic Communications earnings exceeded expectations. Digital Products contributed ¥100 million. Graphic Communications earnings were basically unchanged. We had projected lower results in both segments, so their performances offset the Workplace Services shortfall.
- Regarding Sales and product mix others factors Digital Products earnings were negative due to weak U.S. market conditions and a reactionary decline from a year earlier, when customers had accelerated purchasing ahead of expected tariff measures. Graphic Communications benefited from solid sales of commercial printing hardware.
- Expenses were lower than expected owing to progress with cost-cutting efforts in each region.
- One-time factors included a Chinese subsidiary transfer gain that was around ¥1.3 billion higher than we initially estimated. We also posted a ¥12.2 billion gain from U.S. tariff refunds.
- Structural reform charges totaled ¥5.2 billion. These included measures related to ETRIA in the Digital Products segment. Reforms should start contributing to performance fiscal 2027.
- Our first-quarter operating profit for fiscal 2026 was thus ¥47.7 billion.
- In our fiscal 2025 results briefing, we indicated that our first-quarter fiscal 2026 operating profit would be about ¥33.0 billion, which would be comparable to our first-quarter fiscal 2025 performance after stripping out one-time factors, as well as a gain on transferring a Chinese subsidiary. We performed basically in line with initial expectations after excluding U.S. tariff refund and foreign exchange impacts.

Workplace Services

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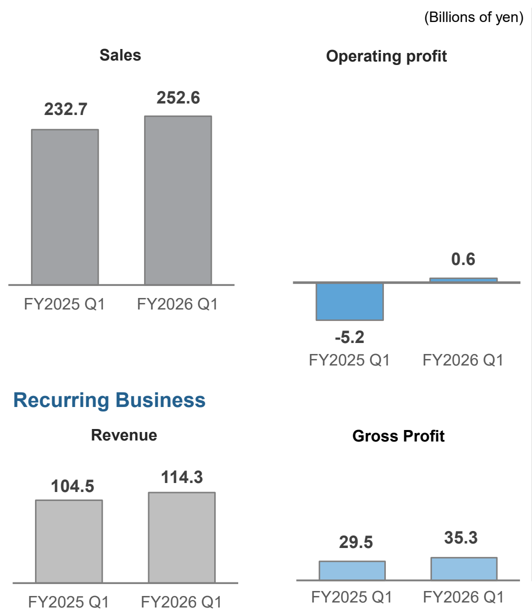
While revenues and earnings rose, investment sentiment in Europe and the U.S. remained sluggish amid economic uncertainty



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

- I will now outline progress in the new Workplace Services segment.

- IT Infrastructure sales decreased in Japan after a PC replacement demand drop-off. IT Services and Application Services sales rose 11% from a year earlier.

- Although orders for new investment projects remained slow in Europe and the Americas, revenues were not down significantly.

- Recurring revenue increased 19% in Japan but decreased in the Americas and Europe.

- Operating profit was on track, at ¥600 million. A ¥5.2 billion operating loss in the first quarter of fiscal 2025 included impairment charges from integrating core Office Services systems in Europe. After factoring that out, operating profit increased slightly year on year.

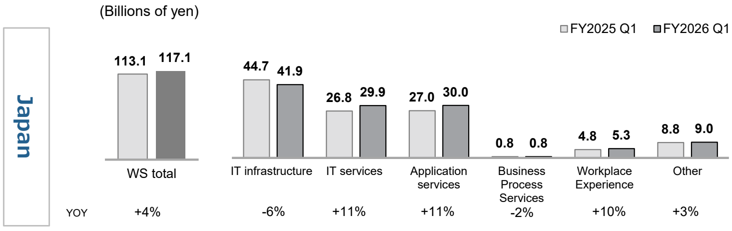
- Quarterly operating profit remained modest for reasons outlined in our presentation materials. We will keep building recurring business gross profit toward our Mid-Term Strategy '26 target of more than ¥100 billion over five years. This growth will add steadily to earnings.

- Turning to progress with fiscal 2026 initiatives, Ricoh AI Consulting began operations in July after we announced its establishment on June 29. That company helps customers use AI to tackle their business challenges.

- We accelerated synergies with acquired companies in Europe. Efforts to integrate operations and improve service quality enabled us to secure several major deals. We expanded DocuWare sales with advances in e-invoicing regulations.

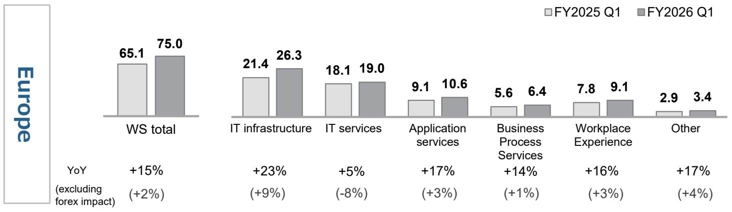
- In the Americas, we applied AI across core Business Process Services in the Americas, thus driving efficiency, reducing costs, and increasing profitability. We cross-sold to existing customers through the ET Group in Toronto and PPI in New York, both of which we acquired in the fourth quarter of fiscal 2025. We engineered these efforts to generate synergies from early stages, and they have already secured major deals.

Workplace Services Performances by Area



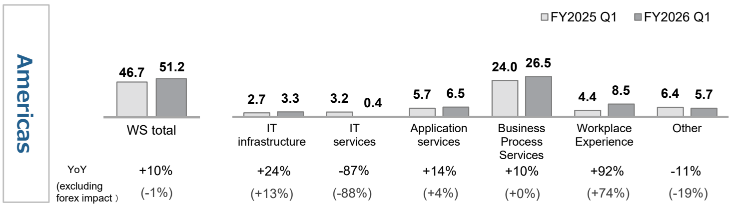
Double-digit IT and Application Services sales growth continued despite PC replacement demand drop-off

- ✓ 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



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



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

- Please review the numbers in this slide, which supplement our Workplace Services discussion.

Digital Products

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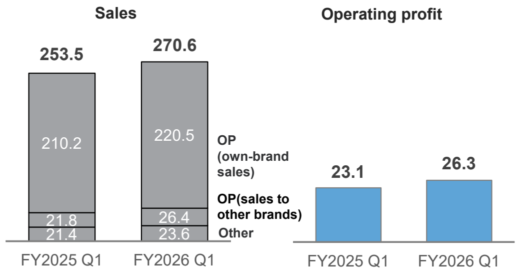
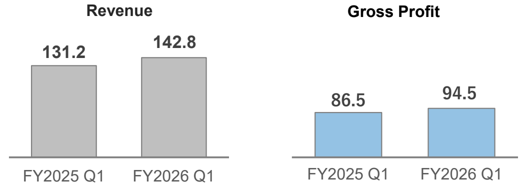
Sales basically unchanged YoY after excluding forex impact, with earnings increasing on U.S. tariff refunds and other factors
Met earnings target owing partly to MIF management and dealer channel initiatives

(Billions of yen)



Recurring Business



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

- Digital Products comprises Office Printing development, production, and sales, and the PFU scanner and embedded computing businesses.

- First-quarter sales were basically unchanged from a year earlier after excluding the foreign exchange impact. Operating profit rose, owing partly to U.S. tariff refunds.

- Our ongoing MIF management and dealer sales initiatives in Office Printing delivered solid results and contributed to earnings. Non-hardware sales continued to improve year-on-year.

- ETRIA is reorganizing European toner production sites to build a more competitive global production structure, transferring operations from the United Kingdom to France as part of that effort.
  Sales to other brands increased 21%, benefiting from a partnership with Oki Electric.

- While the impact of higher semiconductor memory costs was limited in the first quarter,
  we pushed ahead with planned production and procurement measures and began adjusting prices.

Graphic Communications

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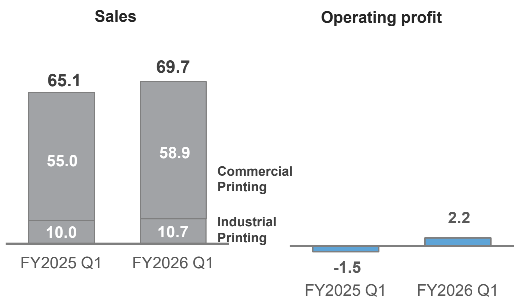
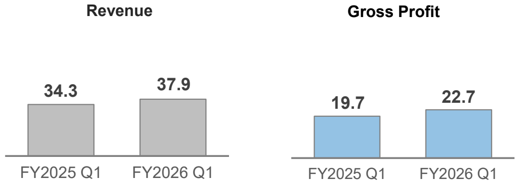
Commercial Printing hardware sales again sluggish in Europe amid Middle East disruptions and economic uncertainty

(Billions of yen)



Recurring Business



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

- Turning to Graphic Communications, customers maintained cautious investment stances in the key U.S. market. Still, there were signs of improvement, and we moved forward with negotiations for orders from the summer. European economic conditions have yet to recover, owing partly to Middle East disruptions.

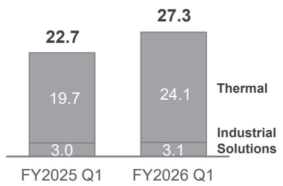
- The expansion of the installed base to date has contributed to the steady growth of non-hardware sales.

Industrial Solutions / Other

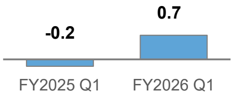
Industrial Solutions

(Billions of yen)

Sales



Operating profit



Revenues and earnings increased on Thermal business demand recovery in Americas

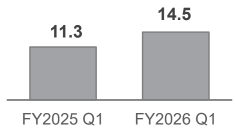
YoY: Sales increased ¥4.5 billion (20%) and operating profit rose ¥0.9 billion

- **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

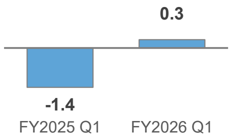
Other

(Billions of yen)

Sales



Operating profit



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	Amassed inventories to support Q2 sales and handle production transfers, etc.
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	¥-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	Increase in foreign currency translation adjustments
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	

*Total for bonds and borrowings

- Taking you through the Statement of Financial Position, seasonal movements affected trade and other receivables and trade and other payables. We typically record high sales concentration in the fourth quarter. We collected many receivables in the first quarter, converting them into cash and significantly reducing trade and other receivables.

- At the same time, inventories increased from the end of fiscal 2025. About half of the rise, or about ¥10 billion, was to support confirmed deals and prospective projects. The remaining ¥10 billion or so was for production adjustments and offerings awaiting shipment. We do not consider our inventories excessive.

Statement of Cash Flows

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Higher earnings and proceeds from business divestments boosted free cash flow

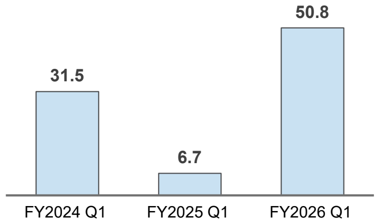
(Billions of yen)

	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)



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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

- We have maintained our fiscal 2026 outlook and have made no changes to our assumptions.

- We booked ¥12.2 billion in gains from U.S. tariff refunds in the first quarter.
  We will face uncertainties and risks from the second quarter onward. We need to assess the impacts of higher semiconductor memory costs, the situation in the Middle East, recently announced changes in U.S. tariff rates, and other factors.

- Our MIF management and reseller-channel initiatives in Office Printing have progressed well since last year. We will continue to progress with these activities.

Key Indicator Outlooks for FY2026

Retaining initial outlook

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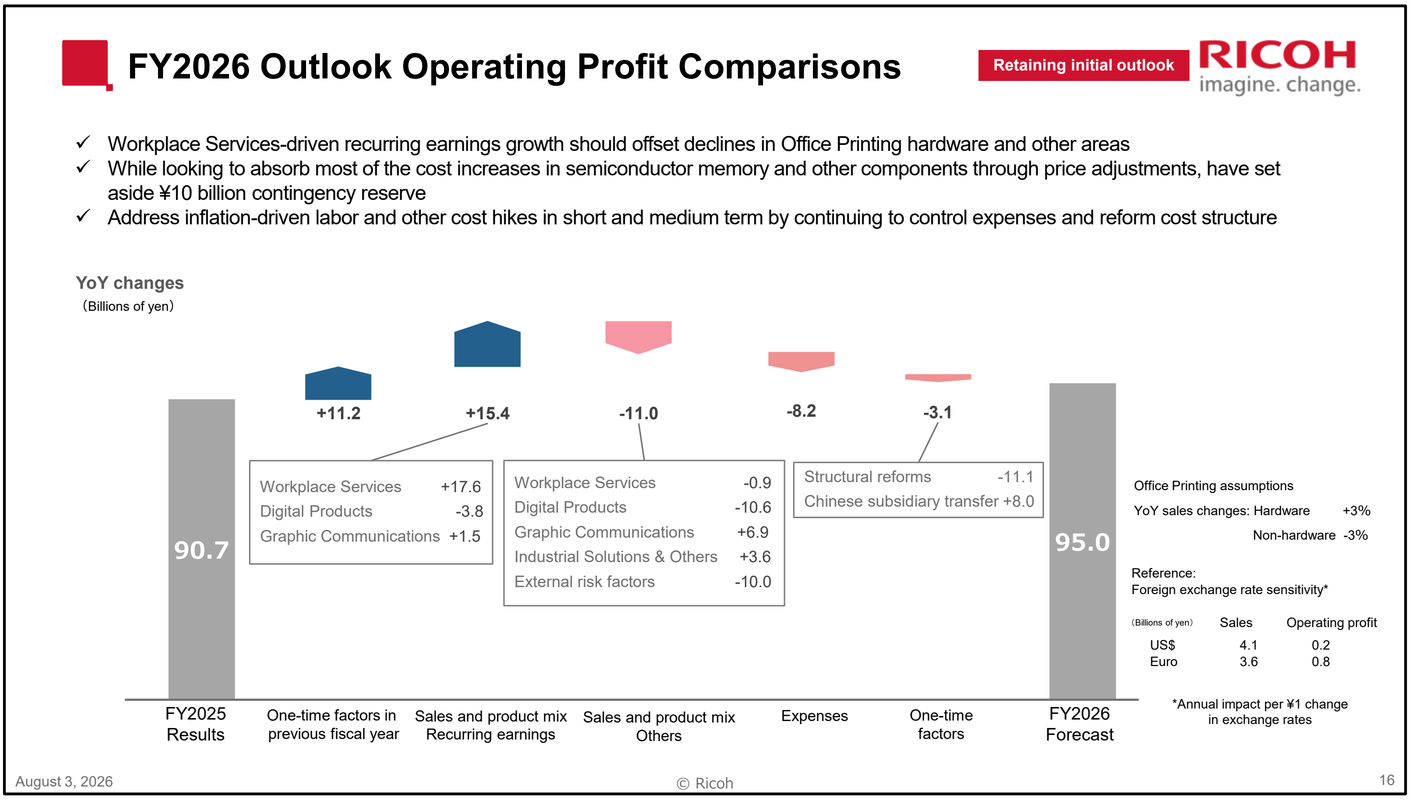
(Billions of yen)

		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



- In the first quarter, we posted a ¥12.2 billion one-time gain from U.S. tariff refunds. Foreign exchange and other factors also contributed to performance. These factors collectively resulted in an operating profit that was around ¥13.0 billion higher than we projected. It is unclear seen whether this upside will persist from the second quarter.

- Semiconductor memory costs could rise by almost ¥10 billion more than we initially assumed. We will strive to absorb this increase through several measures. These include changing memory capacity specifications, reusing memory from returned machines, adjusting prices, and enhancing procurement. Still, we will continue to face some risks.

- Our MIF management efforts are proceeding as targeted. We intend to step up our initiatives from the second quarter.

- In view of these factors, we might find it hard to sustain some of our first-quarter progress. We remain committed to reaching our initial operating profit target of ¥95 billion.

- We have maintained our foreign exchange assumptions of ¥150 to the U.S. dollar and ¥175 to the euro. Results may fluctuate somewhat depending on exchange-rate trends.

Segment Sales and Operating Profit

Retaining initial outlook

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

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

Workplace Services
✓ 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

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

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

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

Other
✓ 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

Eliminations and corporate
✓ 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

ROIC tree	Priority measures		Key Performance Indicators		FY2026 targets	F2026Q1 results
Operating profit	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

- This slide presents key performance indicators for priority measures based on our ROIC tree. It includes those we presented during our fiscal 2025 results briefing and focuses on particularly important metrics.

- These figures cover only the first quarter, so it is too early to judge outcomes. Progress is broadly on track. I believe that we made a solid start to the first year of Mid-Term Strategy ’26.

- We will revise or add measures where challenges remain. We will also consider allocating additional business resources to initiatives that are doing well and can accelerate further.

Regional Sales and Service Company Performances

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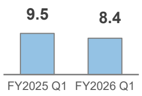
Sales (Billions of yen) | Operating profit (Billions of yen) | Recurring revenue KPIs

Japan
Ricoh Japan

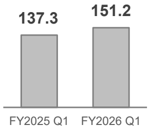


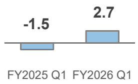
Recurring revenue growth 7%

Number of SIF contracts 2.31 million

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
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

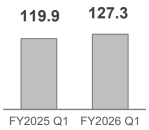


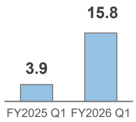


Recurring revenue growth -4%

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

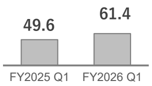


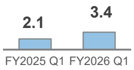


Recurring revenue growth -5%

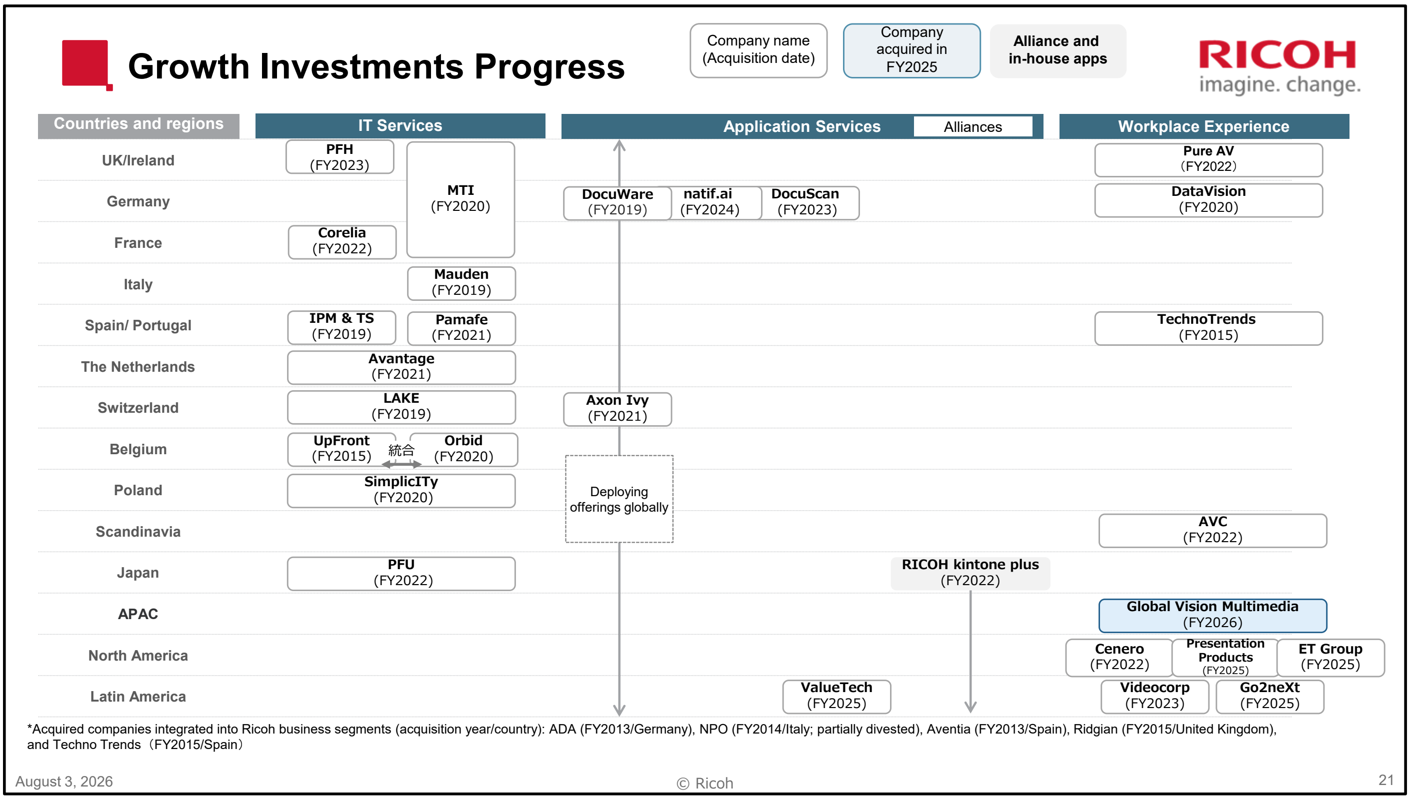
P/L	Recorded one-time gain related to U.S. tariff refunds. In Workplace Experience, generated acquisition synergies by proposing solutions to existing customers. Built sales pipelines at PPI and ET Group, acquired in January and February 2026, respectively.
KPI	Recurring revenues were slightly below 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.



- Turning to progress with growth investments, we acquired several companies for the Workplace Experience segment in fiscal 2025. We purchased APAC firm Global Vision Multimedia in June this year. It provides end-to-end multimedia distribution solutions, including for professional audio, video, and information and communications systems.

- We are making acquisitions that broaden our coverage and enable us to serve more customers. We will keep considering companies of similar sizes and somewhat larger ones.

Shareholder Returns

Retaining initial outlook

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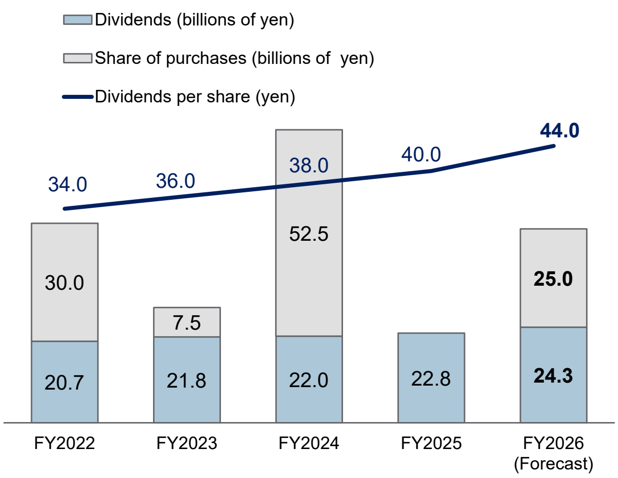
- **Maintain 50% total return target**
- Lift earnings per share by boosting dividends and repurchasing shares

  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%

- Our shareholder return policy remains unchanged.
- We are continuing to push forward with our ¥25 billion share repurchase program.
  We have maintained our dividend plan, aiming to increase our annual dividend for fiscal 2026 to at least ¥44 per share.
- This concludes our results briefing for the first quarter of fiscal 2026.

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

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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