

**125th Ordinary
General Meeting of
Shareholders**

Our Challenges

RICOH
imagine. change.

June 24, 2025

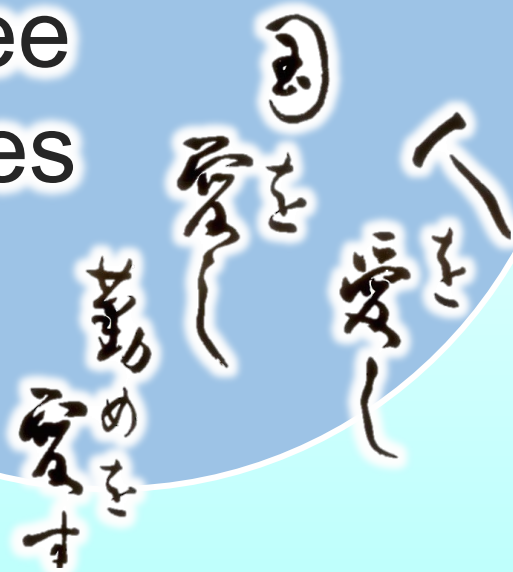
**Akira Oyama
President and CEO
Ricoh Company, Ltd.**



Enduring Commitments

RICOH
imagine. change.

Embody the
Spirit of
Three
Loves



Keep serving
diverse customer
work needs



A Changing World

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Changing
work
environments

Changes
among
workers



**By remaining close to our customers,
we empower workers' creativity
as a digital services company**



Transform into a Digital Services Company and Improve Corporate Value



Leverage Focuses and Strengths

Build on strengths to accelerate growth as a workplace services provider

Focuses

Process Automation
Support business process
digitalization and
AI and data usage

Workplace Experience
Build communication environment
and provide optimal workspaces

IT Services
Digital services underpinnings



Strengths

Customer base

**Customer
touchpoints**

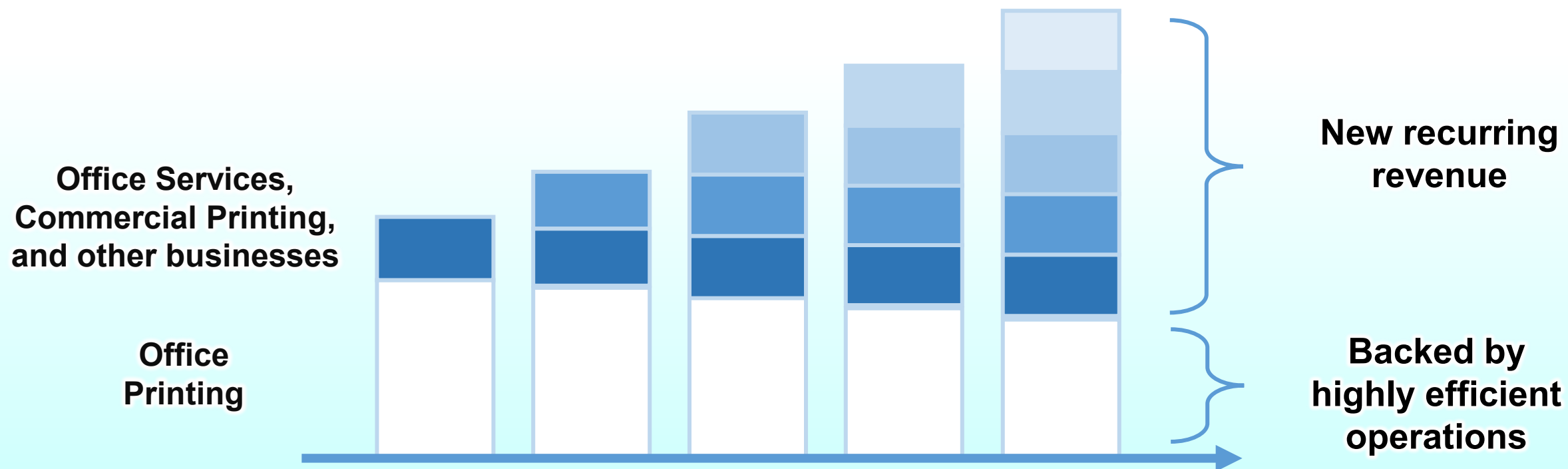
**Intellectual
property***

* Intellectual Property encompasses proprietary devices, technologies, and software that support work, differentiating Ricoh and enhancing its competitive edge



Grow as a Digital Services Company

Consistently enhance profitability and earnings by building recurring revenue



Ricoh generates recurring revenue under ongoing contracts
for its products, services, and other offerings



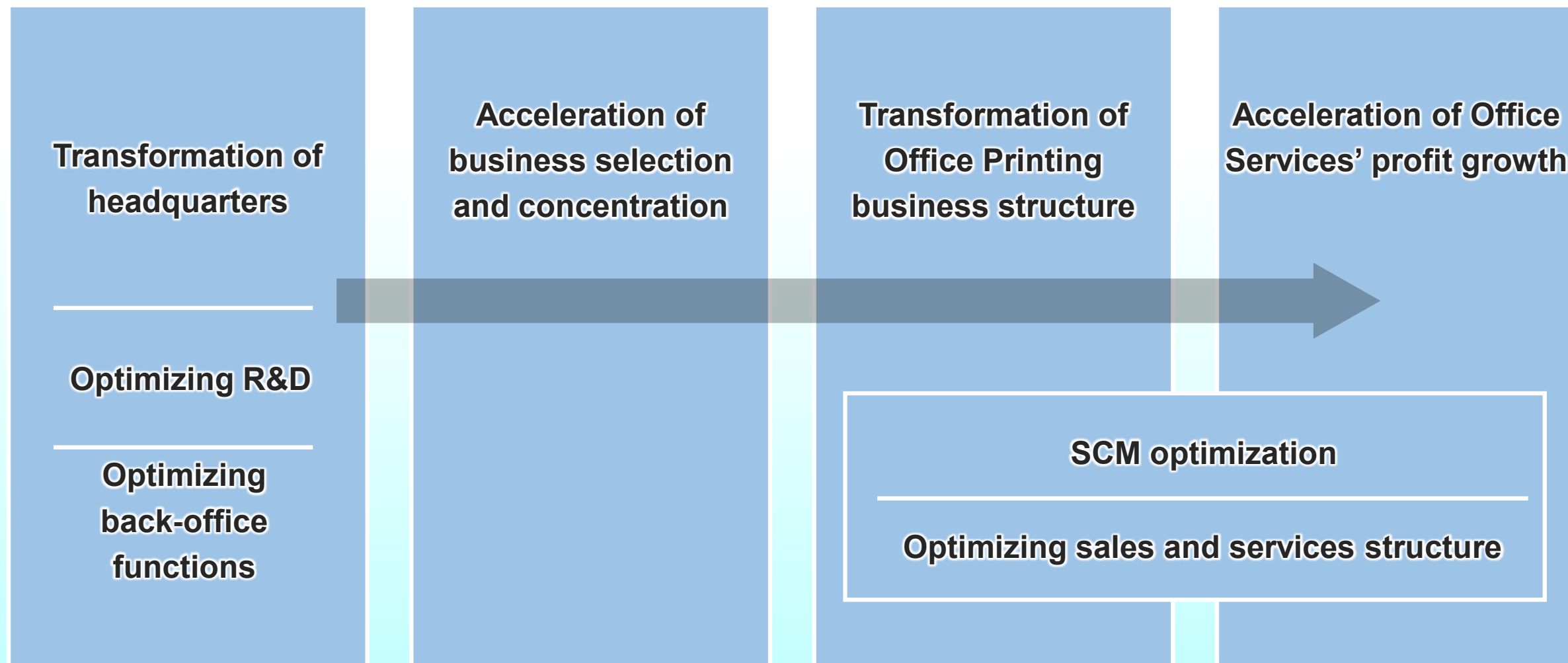
Specific Initiatives

- **Corporate Value Improvement Project aimed at transforming the profit structure**
- **Human capital strategy supporting the growth of digital services**
- **Align business growth and ESG**



Corporate Value Improvement Project

Generate ¥52 billion in savings by FY2025 (from FY2023 baseline)



Harness three pillars to accelerate transformation into a digital services company

Self-motivation

Encourage employees to
fulfill their potential

Growth

Align personal and
business growth

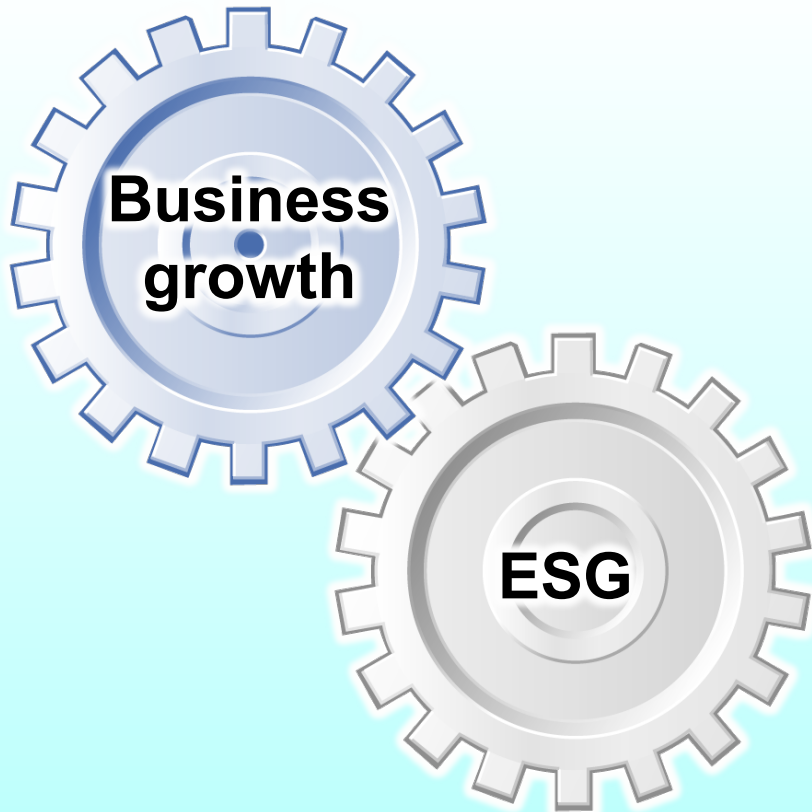
Fulfillment through Work

Enable employees to
experience Fulfillment
through Work



Align Business Growth and ESG

- ESG initiatives help seize future business opportunities and avoid risks
- Incorporate ESG targets in management targets as future finance to simultaneously ensure achievement of ESG and business growth goals



External recognition for ESG contributions

Recognition and benchmarks	FY2024	Notes
Dow Jones Sustainability Indices	World Index	5 consecutive years
SDGs Management edition of Nikkei Sustainable Comprehensive Survey Nikkei SDGs Management Awards	Five-star rating Prime Seat Company recognition	6 consecutive years 1 st time
CDP (climate change)	A List	5 consecutive years
CDP (water security)	A List	2 consecutive years
EcoVadis	Platinum	Top 1%
Global 100	51 st	Top in sector

Key Initiatives to Enhance Corporate Value

1. Enhance capital returns

Consistently enhance profitability and earnings by building recurring revenues

- Amass recurring revenues in Office Services and Commercial Printing
- Minimize decline in non-hardware revenues from Office Printing

Optimize capital and asset structures by reinforcing asset management

- Review business portfolio and pursue asset-light management
- Maintain appropriate balance between capital and liabilities

2. Further deepen ESG management

Align ESG and business growth to help resolve social issues through business

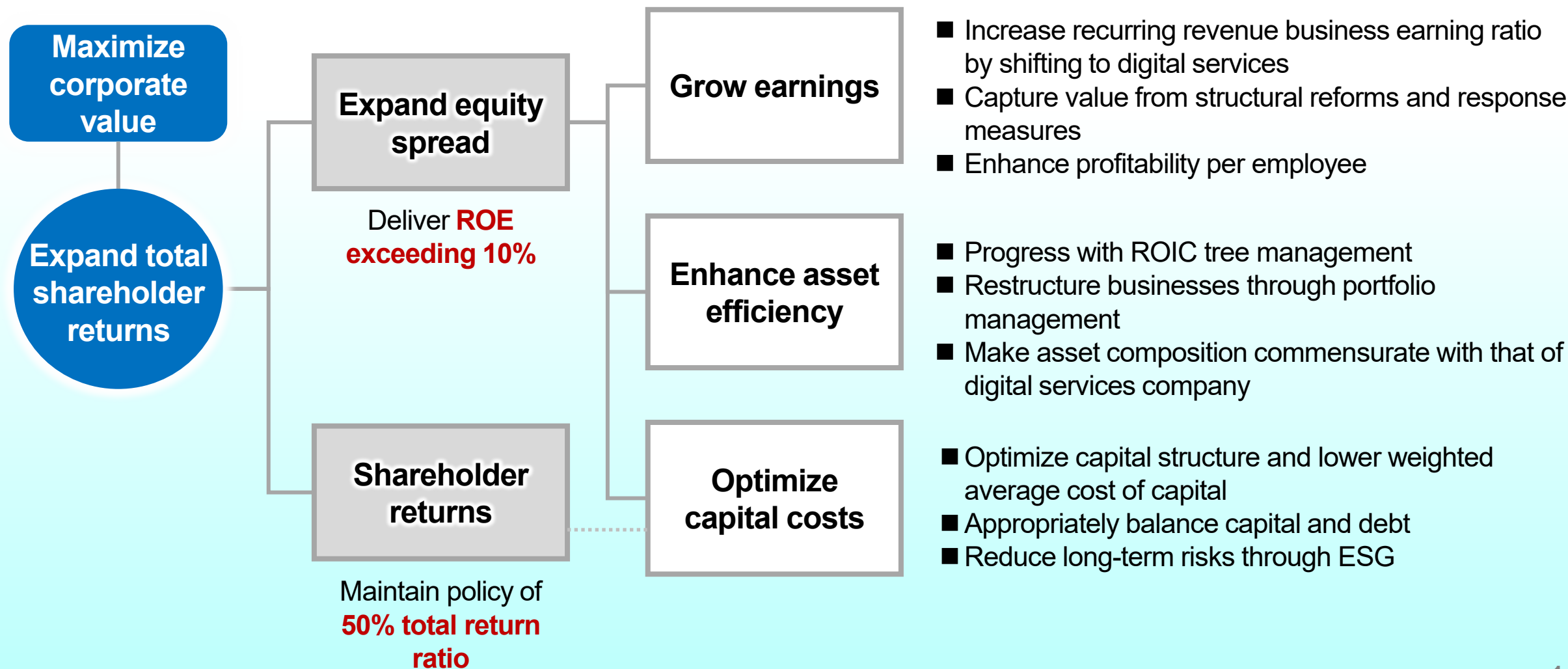
3. Respond swiftly to changes in operating climate

Sharpen responsiveness to geopolitical, economic, and technological shifts



Enhance Shareholder Value

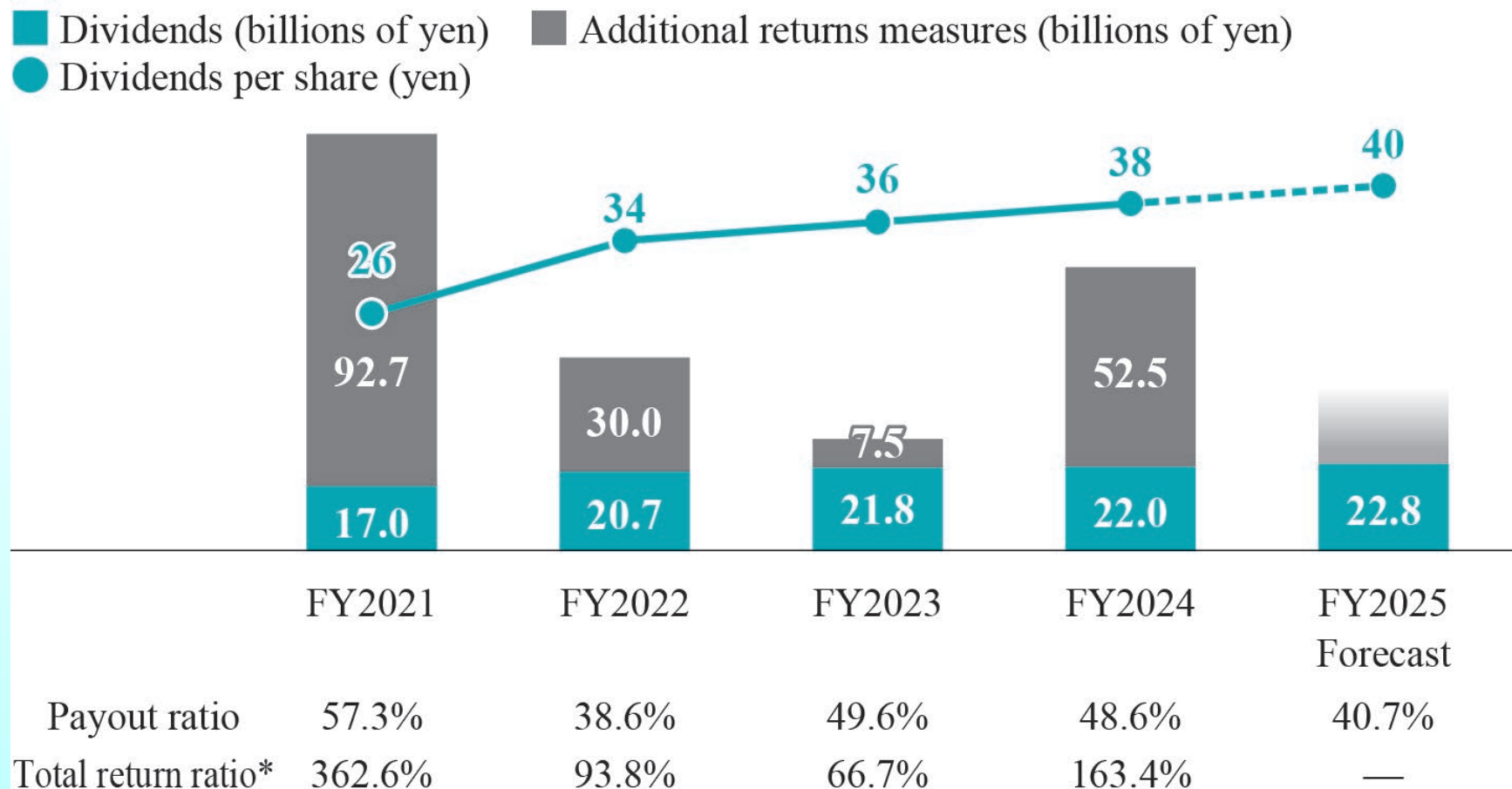
Enhance Shareholder and Corporate Value





Shareholder Returns Policy

Maintain 50% total return ratio policy and improve total shareholder returns by continuing to increase dividends while undertaking additional returns measures



Return policy

Targeting 50% total return ratio

Dividends

Factor in dividend yield in seeking to continuously increase dividends

Additional returns measures

Flexibly and appropriately time measures based on optimal capital structure while taking climate and growth investment situation into account



Conclusion

Remain Committed to Fulfillment through Work

We empower individuals to find Fulfillment through Work by understanding and transforming how they work so we can unleash their potential and creativity and realize a sustainable future

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