

# Overview of Mid-Term Strategy '26

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**Akira Oyama**

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- Today, I'll overview Mid-Term Management Strategy '26, which we refer to in-house as MTS '26. We used to name our strategies in sequence, like the 21st Mid-Term Management Strategy, or 21st MTS. But from this plan onward, we've moved to a year-based naming format. I'll explain a little later the reason.

# Reflection of 21<sup>st</sup> Mid-Term Strategy (MTS)

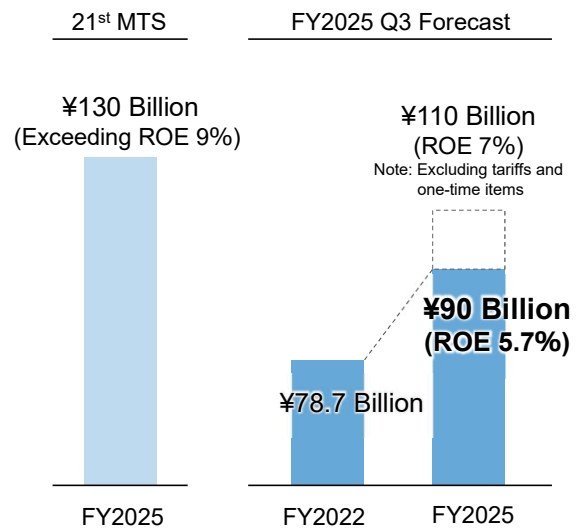


## Key Financial Targets

Financial Targets	FY2025 MTS Target	FY2025 Forecast
ROE	Exceeding 9%	5.7%
Sales (Billions of Yen)	¥2,350	¥2,600
Operating Profits (Billions of Yen) / Operating Profits Margin	¥130/5.5%	¥90/3.5%
ROIC	6.5%	4.4%

## Future Financials

Future Financial Targets	FY25 MTS Target	FY25 Forecast
Customer satisfaction survey scores (Ricoh Japan)	29%	32%
Greenhouse gas Scope 1 and 2/Scope 3 reduction rates	50% / 35%	63% / 39%
Number of employees with Ricoh Digital Skills Level 2 or above	4,000	6,142
Percentage of women in management roles	20%	18%



- I'll begin by reviewing the 21st MTS.
- At Ricoh, we call non-financial indicators future financials because we believe that they will eventually drive our results. We broadly achieved that strategy's future financial targets but fell short in terms of our key financial targets. For that I apologize.
- Under the 21st MTS, we targeted an operating profit of 130 billion yen and a return on equity (ROE) of 9%. When we announced our third-quarter results for fiscal 2025, we forecast an operating profit of 90 billion yen. That figure reflects the impacts of U.S. tariff policies and other one-time factors. After excluding them, the operating profit forecast would be 110 billion yen, which is short of our 130 billion yen target.
- Still, we are doing better than under our 20th Mid-Term Management Plan. The prime earnings growth contributors have been Office Services and the Corporate Value Improvement Project launched under the 21st MTS. Operating profit after stripping out the impact of U.S. tariff policies and one-time losses recovered to 110 billion yen, which would translate to an ROE of approximately 7%.

## Reflection of 21<sup>st</sup> MTS: Segment Performance & Remaining Challenges

Billions of Yen

	FY2025 Forecast (Operating Profits)				Reflection of 21 <sup>st</sup> MTS	
	21 <sup>st</sup> MTS Target	Forecast	Differences	Difference from FY2022	Key Outcomes	Remaining Challenges
<b>Ricoh Digital Services</b>	<b>60</b>	<b>42.5</b>	-17.5	+ 14.3	<ul style="list-style-type: none"> <li>Office Printing: Enhanced SCM operational efficiency</li> <li>Strengthened recurring earnings*</li> <li>Delivered sustainable growth in both revenue and profits</li> </ul>	<ul style="list-style-type: none"> <li>Deceleration in profitability growth of Office Services</li> </ul>
<b>Ricoh Digital Products</b>	<b>34</b>	<b>26.5</b>	-7.5	-5	<ul style="list-style-type: none"> <li>Established of ETRIA, Common engine development</li> </ul>	<ul style="list-style-type: none"> <li>Insufficient focus on Office Printing</li> </ul>
<b>Ricoh Graphic Communications</b>	<b>18</b>	<b>18</b>	±0	+3.5	<ul style="list-style-type: none"> <li>Introduced four new commercial printing models</li> </ul>	<ul style="list-style-type: none"> <li>Deceleration of the Commercial Printing business</li> </ul>
<b>Other</b>	<b>18</b>	<b>3</b>	-15	-1.2	<ul style="list-style-type: none"> <li>Executed the Corporate Value Improvement Project</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Cost Structure Transformation</li> </ul>
<b>Total</b>	<b>130</b>	<b>90</b>	-40	+ 11.3	<ul style="list-style-type: none"> <li>Estimated U.S. tariff impact: approx. ¥15 Billion</li> </ul>	

U.S. tariff impact is included in each business forecast

\*Recurring Earnings: refers to recurring revenue generated on a monthly or annual basis through contracts, usage, and maintenance, encompassing not only traditional Office Printing non hardware revenue but also subscription-based revenue from services and software.

- I'll now go through our segment performance and remaining challenges.
- The operating profits forecasts for RICOH Digital Services, RICOH Digital Products, and RICOH Graphic Communications include a U.S. tariff policy impact of around 15 billion yen.
- A key outcome under the 21st MTS was stronger recurring earnings at RICOH Digital Services, whose operating profit was 14.3 billion yen higher than in fiscal 2022.
- RICOH Digital Products established the ETRIA joint venture with Toshiba Tec, and Oki Electric, which has begun developing a common engine.
- RICOH Graphic Communications launched four new Commercial Printing models that should contribute to our performance.
- We executed the Corporate Value Improvement Project companywide as a prime earnings driver that has helped us to perform better.
- Still, we need to tackle some challenges. One is to accelerate improvements in Office Services profitability, which hasn't risen as much as we initially expected. I will detail this a little later in this briefing.
- Office Printing benefited from ETRIA's successful launch but did not sufficiently focus on sales of Ricoh-branded products. We also need to address a Commercial Printing slowdown and more proactively overhaul the cost structure.

## Identified Gaps

### Insufficient Focus in Office Printing Business

- Market agility gaps driving regional market share and MIF decline
- Delayed A4 product launch
- Negative impact from supply chain disruptions and U.S. tariffs
- Limited response to demand slowdown in Europe and the U.S.

### Slow Growth of Office Services Profitability Improvement

- Portfolio exposure to low-margin services
- Delayed synergy creation with acquired companies
- Growth investments not fully deployed as planned
- Customer investment delays and restraint

### Insufficient agility to address the slowdown in commercial printing

- Tariff-driven demand weakness in North America since FY25

### Further acceleration of cost structure transformation

- Vulnerability to inflation and foreign exchange cost impacts
- High-cost structure transformation remains ongoing

\*1 WE : Workplace Experience \*2 PA : Process Automation

## Actions being taken

### Recover from 2H FY25 through office printing initiatives

- Unlock ETRIA synergy outcomes
- Further advance cost structure transformation
- Deploy agile, region-led sales and channel strategies
- Enhance competitiveness through A4 and eco-friendly product launches

### Sales initiatives to improve office services profitability

- Upsell higher-margin services, support contracts, and applications
- Strengthen synergies between sales and service companies and acquired companies
- Prioritize growth investments in high-margin WE<sup>\*1</sup> and PA<sup>\*2</sup>
- Advance AI-driven business expansion

### Enhance sales execution to drive growth in commercial printing

- Accelerate opportunity capture from new product launches
- Concentrate development investments on prioritized portfolios

### Cost structure transformation

- Accelerate benefit capture from the Corporate Value Improvement Project
- Launch global projects

- This slide overviews efforts to tackle core business challenges from the 21st MTS.
- First, we did not focus enough on the Office Printing business. Management accorded considerable attention to launching ETRIA. If we had more intensively supported the sales force for Ricoh-branded business, we might have been able to stem a share decline in a mature and shrinking market. Our performance thus declined more sharply than those of competitors. We could have acted effectively in this regard.
- Another issue was delays in launching A4 MFPs. While they aren't core profit drivers, we need competitive A4 models because we sometimes package them with flagship A3 offerings that we pitch to large corporations. Our A4 MFP lineup was also important for securing dealers, and a weakness in that regard affected our performance somewhat.
- And as the slide shows, external factors were at play.
- Also, we did not improve profitability fast enough in Office Services. This was for several reasons. One was that the revenue from apportion of our less profitable service portfolio was the first to materialize. In IT Services, we first install equipment and then provide support services. The profitability of the equipment we install is not high, whereas support services generate recurring revenue streams that provide ongoing income. Under the 21st MTS, low- profitability areas preceded high- profitability areas.
- Another reason was that synergies between Ricoh's channels and the companies we acquired primarily in Europe emerged more slowly than we initially expected.
- On top of that, we did not fully deploy our growth investment budget as planned. We set this budget within cash flow limits. During the 21st MTS, we did not use the amount we originally allocated. This was largely because there is no value in acquiring businesses whose returns on investments do not meet our targets, as we pursue only business that we expect to deliver our required rates of return and generate synergies.
- Also, we did not respond adequately to a slowdown in Commercial Printing. About half of Commercial Printing sales come from the U.S. market. U.S. tariff policies increased uncertainty and prompted more companies to hold back on capital investments, dampening demand. The impact came less from the tariffs themselves than from economic outlook concerns.

### Identified Gaps

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#### Enhance sales execution to drive growth in commercial printing

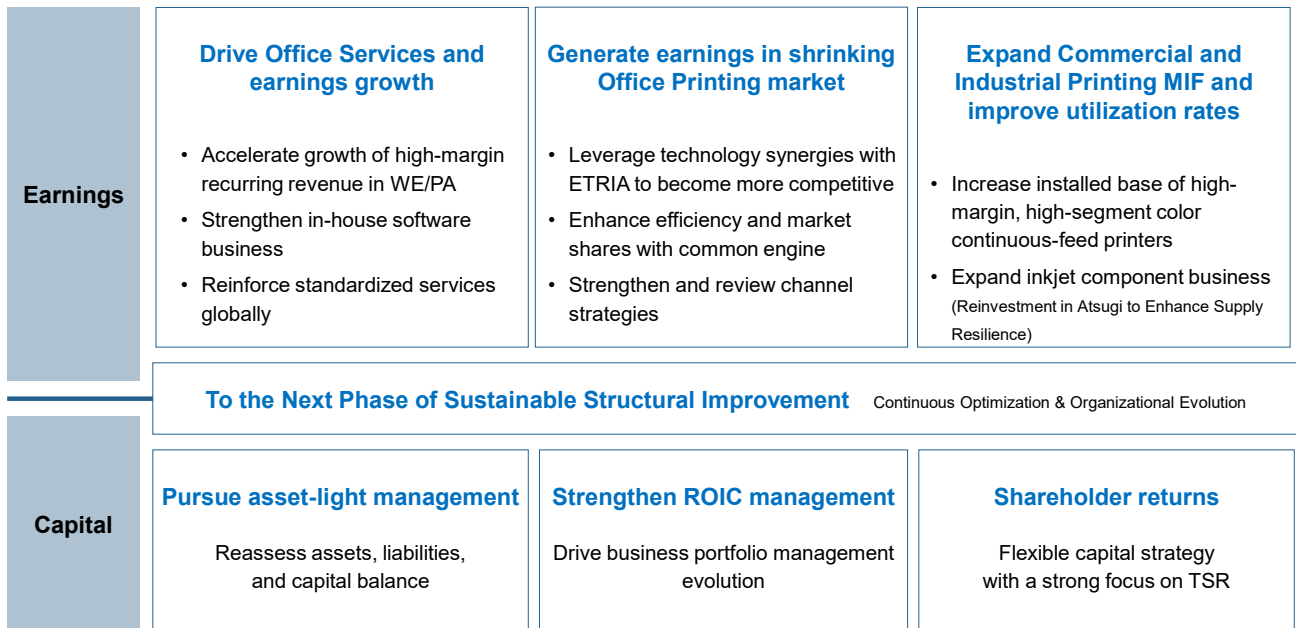
- Accelerate opportunity capture from new product launches
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#### Cost structure transformation

- Accelerate benefit capture from the Corporate Value Improvement Project
- Launch global projects



- Another challenge is to further accelerate our cost structure transformation. Office Printing revenues support our expense base. As our portfolio evolves, we must lower costs by making greater use of AI and digital transformation and other tools. Cutting expenses remains an ongoing effort.
- The right of the slide shows actions that are bearing fruit.
- In Office Printing, ETRIA is making steady progress in generating synergies. We are also continuing to overhaul our cost structure. Also, we believe we have regained competitiveness by developing highly competitive A4 printers and bringing out A3 models with enhanced environmental features.
- In Office Services, I noted earlier that our portfolio is weighted toward low-margin offerings. We will upsell to secure more higher-margin service and support contracts and strengthen our offerings in such areas as Application Services. We expect profitability to improve as we more swiftly amass high-margin recurring revenues.
- At the same time, we are striving to strengthen synergies between sales and acquired companies. We are investing in growth businesses only after confirming that they meet our investment returns criteria. Also, our AI-related business initiatives are beginning to open doors to new customer relationships.
- In Commercial Printing, we are accelerating earnings contributions by expanding sales of new products.
- We are transforming our cost structure by capturing gains from the Corporate Value Improvement Project while launching global synergy projects.



- During our fiscal 2025 second-quarter results briefing, we presented this slide to outline key challenges for our next MTS. With a focus on improving return on equity under our next MTS, the top section outlines several earnings challenges while the bottom section goes through capital challenges.
- We will expand earnings by driving Office Services and profitability growth. While the Office Printing market is mature, we will generate earnings by leveraging technology synergies from ETRIA and through other initiatives. We will expand machine-in-field levels and improve market utilization rates in Commercial and Industrial Printing. We will steadily build recurring revenue through such efforts.
- Structural improvements affect both earnings and capital, so we have positioned them in the center of the slide. We will continue these reforms by cutting costs, sharpening selection and concentration, and reviewing assets that do not deliver sufficient returns.
- On the capital side, we will pursue a more asset-light business model, strengthen return on invested capital (ROIC) management, and focus on delivering solid total shareholder returns.

## Mid-Term Strategy '26 Basic Policy



- I will now explain our basic policy for Mid-Term Strategy '26, which we formulated in light of challenges that we identified in the 21st MTS.

## Irreversible shifts in the external business environment

### External Factors

Global operating assumptions are being reshaped by geopolitical risks, regulatory tightening, and supply chain disruptions

### Market Structure Changes

As work styles change and digital adoption advance, customer requirements are shifting from routine operations to value creation

### Rapid Technological Advancement

Digital and AI advances are reshaping business processes, competitive advantage, and IT assumptions



## Adapting to a changing external environment

### Shift in the strategic approach

- Enhancing Scale and Flexibility
- Revise the sales strategy
- Revising the execution and governance structure

### Prioritizing capital efficiency, centered on ROE and ROIC

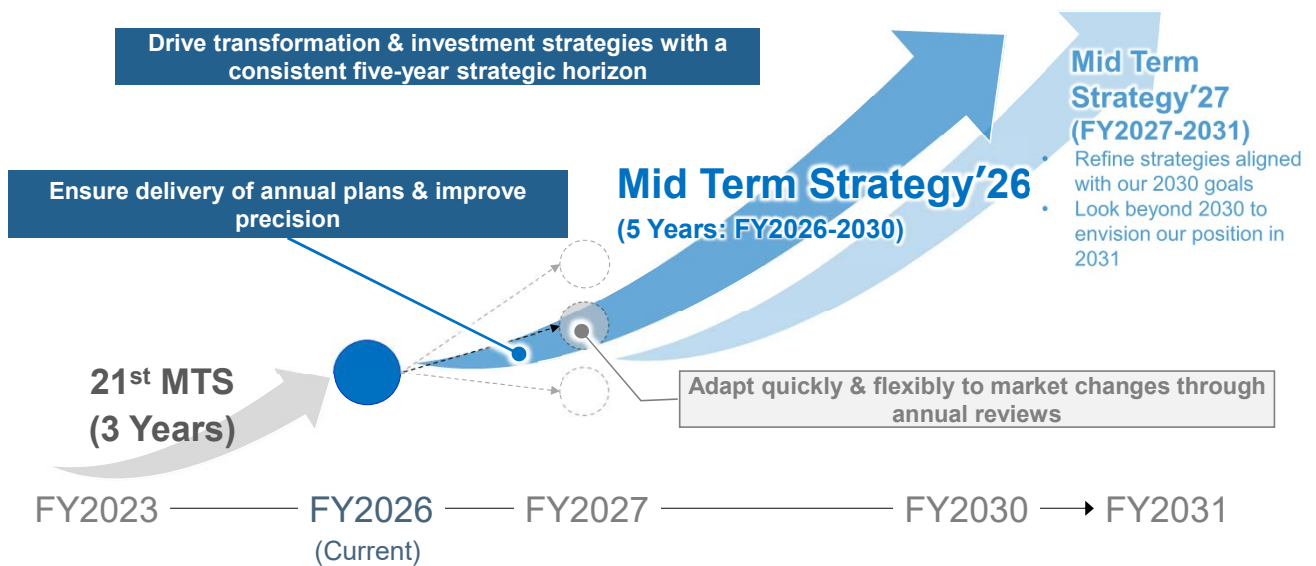
- Further reinforce capital-efficient management
- Execute growth investments efficiently and with agility

### Revising the timeframe of the mid term strategy

- Adopt an annual rolling plan with a five-year strategic horizon
- Ensure delivery of annual plans

- I will start with shifts in the business environment and adaptations to it.
- The external environment is changing as never before. This is in view of dramatic shifts in political and economic conditions, deepening regional fragmentation, and accelerating technological advances, as we have seen with generative AI. We view these developments as irreversible.
- We formulated three strategic responses.
- The first is to shift our strategic approach. Better managing fixed and variable elements means tailoring services and solutions to local needs as regional fragmentation progresses. That said, handling everything case by case would erode economies of scale and profitability. So, we will retain flexibility where regional variations matter while managing common areas globally. We will apply this approach across our operations to preserve scale and protect profitability.
- We operate in a fast-changing environment that requires flexibility, which in turn demands agility. We are using ROIC-based management as part of our asset-light approach. We have made it a companywide priority to generate and grow earnings relative to invested capital.
- Also, we are revising our next mid-term management strategy timeframe. In light of today's turbulent times, we asked whether three-year planning cycles still make sense.

Transition from a three-year mid-term planning cycle to an annual rolling planning process with a five-year forward-looking perspective.



- We concluded that a three-year plan would not be enough, as the business environment could change a lot during that time, leaving us unable to adapt and falling behind. While we could rely only on annual plans, we also need strategies and investments with a longer-term outlook.
- We therefore chose a rolling approach, retaining medium- to long-term perspectives and updating plans every year. We have adopted backcasting, updating paths to our goals each year. We accordingly extended the timeframe of our mid-term management strategy from three years to five.



- We will **continue evolving into a digital services company** and **become a leading global integrator, delivering competitive advantage and differentiation for customers** by orchestrating our own and third-party products, services, and software across the workplace.
- ETRIA will **strengthen its engine share** by continuing to be the partner of choice for customers through **environmentally superior technologies**.
- Commercial and industrial printing will **deliver stable profits** while **creating new growth businesses** by applying inkjet technologies to help **customers reduce costs and address environmental challenges** (including low-cost production of perovskite solar cells)



- **By accelerating asset-light transformation, expanding asset-light businesses, and growing recurring earnings, we will enhance ROIC and secure stable profitability.**
- This will allow us to maintain a flexible capital structure (Debt/Equity) and deliver timely and appropriate returns to shareholders.

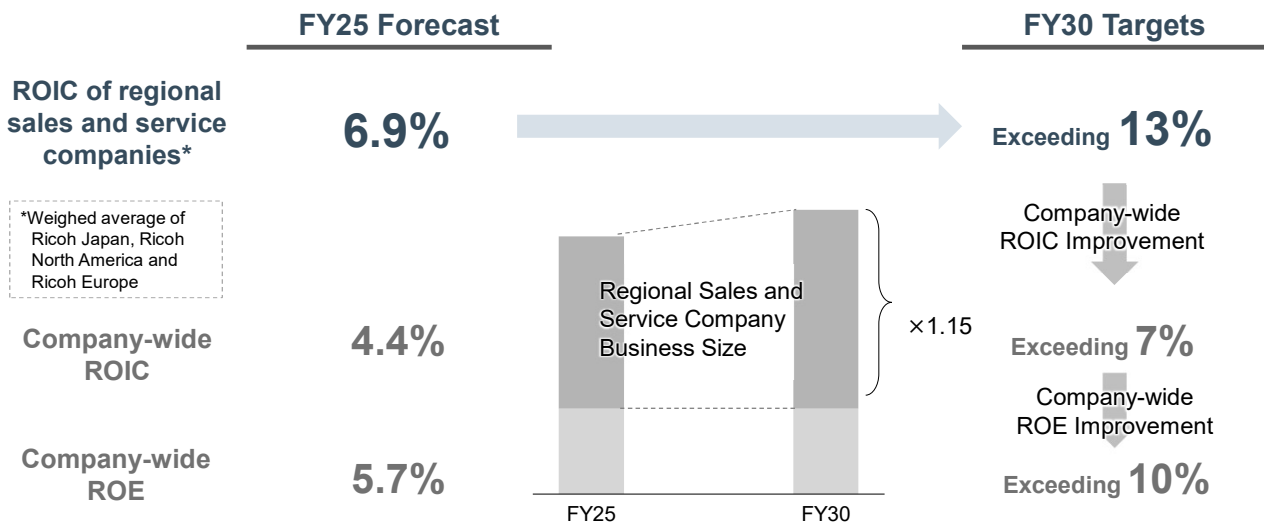


- **By sustaining ROE above the cost of equity, we will drive enhancements in corporate value and total shareholder return (TSR).**

- This slide summarizes our five-year vision.
- The first point to note is that we will keep evolving as a digital services company. We define the workplace not as a regular office but as any digitally connected setting, including remote work and frontline sites. We will help customers become more competitive and differentiate their value. We will do this by combining our products and services with AI and other advanced technologies to improve productivity, enhance working environments, and build more effective business processes.
- “Integrator” best describes our approach of combining proprietary products and services with those of other companies to deliver value to customers. We have positioned ourselves as a workplace integrator. This will be our primary focus over the next five years.
- You can likely guess our main domestic rivals in this field. While competitors exist in each region, few can execute our model worldwide. Even fewer companies can integrate diverse products and services globally, whether their own or those of other companies. We believe this is a key competitive advantage.
- The second point is ETRIA. While the Office Printing market is mature, ETRIA aims to expand engine share through environmentally superior technologies. Our strategy is to grow that share by having other companies adopt ETRIA products. This would also boost consumables sales.
- The third point is to generate stable earnings from Commercial and Industrial Printing and further increase recurring revenue.
- We are drawing on inkjet and other technologies from this business to launch a new growth strategy that helps customers cut costs and undertake environmental initiatives. A good example is our low-cost production technology for perovskite solar cells. This is a highly promising business area that we aim to make very profitable within five years by tapping our high-productivity manufacturing technologies.
- In particular, the workplace integrator business we have positioned as our next core growth area in evolving into a digital services company is inherently asset-light. By expanding asset-light businesses across our portfolio and steadily building recurring revenue, we believe that we can improve ROIC and increase stable earnings.
- As stable earnings grow, we should be able to adopt a more flexible capital structure even if our debt-to-equity ratio is higher than current levels. So, carefully balancing cash flow, progress with growth investments, and financial discipline should broaden our scope to explore flexible shareholder returns.
- By delivering an ROE that exceeds equity costs, we will increase corporate value and our total shareholder return.
- The following page outlines this framework.

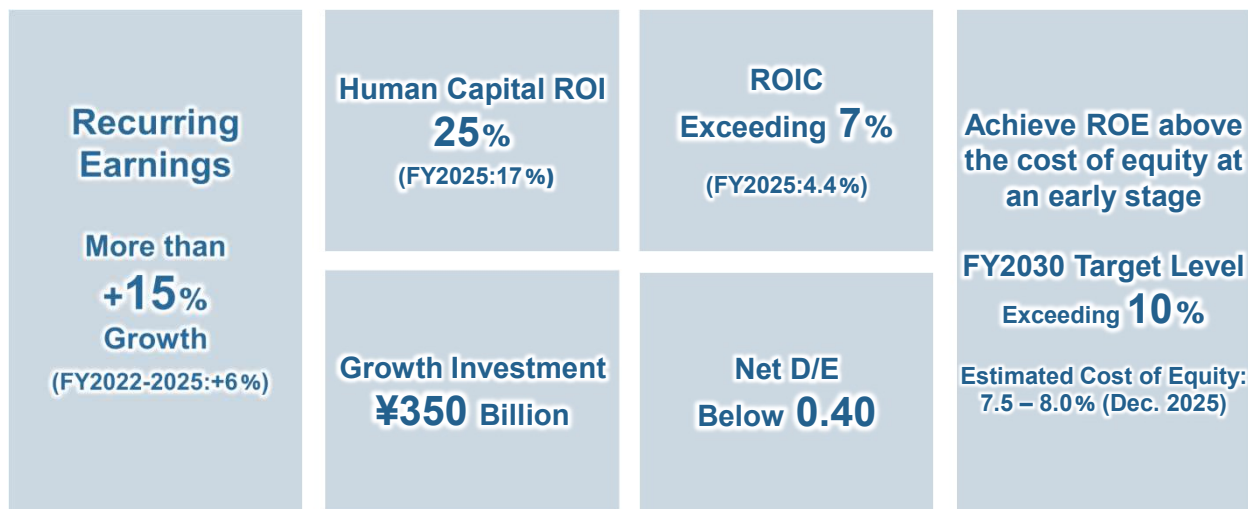


Growth of regional sales and service companies as integrators serves as a key for ROIC and ROE improvement.



- Regional sales and service companies will operate as integrators in the workplace field that we have positioned as a prime strategic focus. Their current average ROIC is 6.9%. Given the capital structure and certain other factors, the ROE is around 10%.
- We aim to improve the ROIC of regional sales and service companies to around 13% while upscaling their businesses by about 15%. If the regional sales and service company ROIC improves to around 10%, ROE can exceed 10%, depending on the capital structure.
- We seek to steadily improve ROE through these measures.

Set the early achievement of ROE exceeding the cost of equity as a near-term objective.



- This slide illustrates how key financial metrics would change if we achieve our vision.
- Through workplace integration, as well as through ETRIA and Commercial and Industrial Printing, we aim to increase recurring earnings by at least 15%. We target an ROIC of more than 7%, with ROE correspondingly exceeding 10%.
- Our ROE would be higher than the cost of equity, which was 7.5% to 8.0% as of December 2025.
- Other key targets are human capital return on investment (ROI), estimated growth investments based on cash flow, and the net debt-to-equity ratio. I will discuss these in more detail these in the capital policy section.

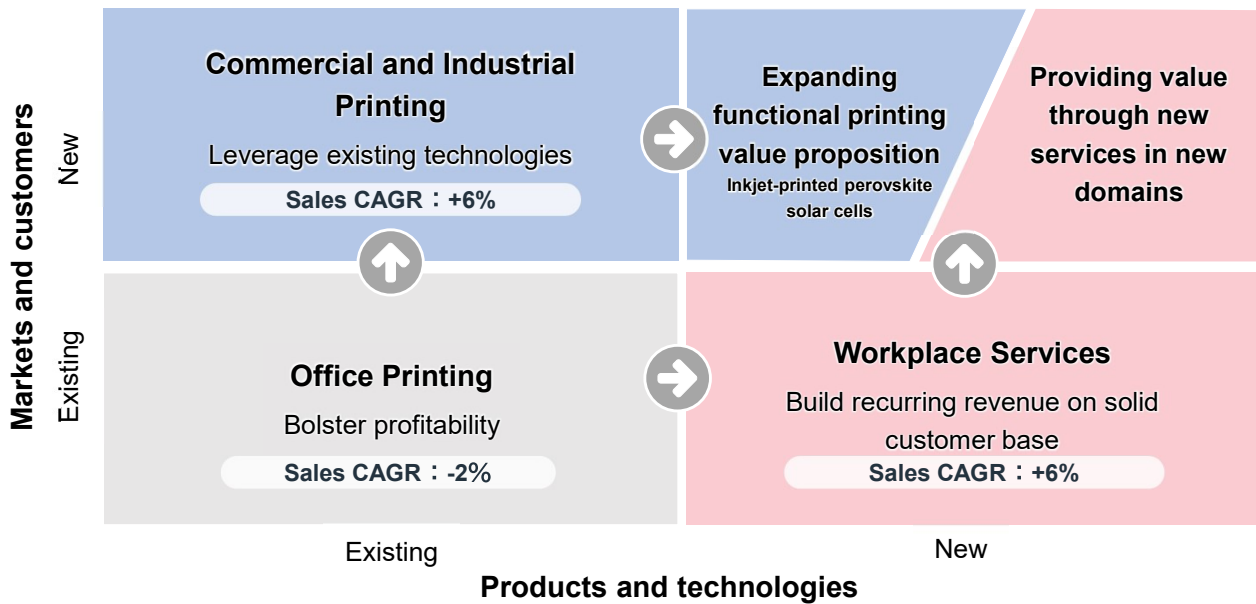


**Basic Policies**

**Key Strategies**

<b>Enhance Profitability by Growing Recurring Earnings</b>	<ol style="list-style-type: none"> <li>1. Expanding customer value by delivering optimal integration tailored to regional requirements</li> <li>2. Scale high-margin services and common modules with stronger governance</li> <li>3. Execute strategic M&amp;A to evolve the business portfolio</li> <li>4. Strengthen sales structure &amp; launch competitive products via ETRIA (OP)</li> <li>5. Enhancing profitability and expanding business domains through IJ technologies (CP/IP)</li> </ol>
<b>Ongoing Cost Structure Optimization</b>	<ol style="list-style-type: none"> <li>6. Global Cost Structure Optimization and Asset-Light Transformation</li> </ol>
<b>Energize and Empower our People</b>	<ol style="list-style-type: none"> <li>7. Optimization of the talent portfolio and maximizing individual capabilities</li> </ol>

- To reiterate, we will improve ROE by amassing recurring earnings and becoming more profitable.
- Our first strategy of expanding customer value as an integrator will enhance the income statement and balance sheets.
- Second, we will scale high-margin services and common modules and strengthen governance.
- Third, we will execute strategic growth investments and mergers and acquisitions to generate synergies that improve ROE.
- Fourth, we will strengthen our sales structure and launch competitive products through ETRIA.
- Fifth, we will enhance profitability and expand business domains by leveraging inkjet technology.
- At the same time, we will continue to globally optimize our cost structure and pursue an asset-light transformation. Human capital is also very important.



- We will grow by focusing on workplace services while drawing on the assets and customer relationships we have built through the Office Printing business in transforming our business portfolio.
- As the top left of the slide shows, we will leverage existing technologies in Commercial and Industrial Printing. We will deploy inkjet technology from Commercial and Industrial Printing in new business areas. This includes perovskite solar cell technology that I noted earlier.
- In the core Office Printing business, we will endeavor to expand ETRIA's market share while minimizing revenue declines.

# MTS'26 Business Strategies



**5 Year Vision**

**Integrator delivering workplace designed to drive the customer's competitive advantage and differentiation across global region**

**Value Proposition**

**End-to-end design, deployment, and operation of workplace environments and processes which boost productivity and enable creativity**

**Our Digital Services**

**WE (Workplace Experience) design and implement workplace and its operations, as well as environments which enhances customers' creativity.**

**PA (Process Automation) delivers services which automate business processes to boost productivity and reinforce customers' competitive advantage**

**IT Services delivers end-to-end planning, deployment, & operation of a highly secure IT infrastructure environment (building the foundation of digital workplace)**

**Managed services of office devices and other devices**



**Ricoh's Strength**

**Trusted partner relationships built through continuous customer engagement**

**Robust Global Customer Base**

**Customer Engagement and Co-creation through Direct Sales**

**In-house IP\*, including AI Development Capabilities**

\*In-house IP: Intellectual property, including proprietary hardware and software, that drives differentiation and competitive advantage

- As we evolve into a digital services company, our vision for the medium to long term is to become a workplace integrator. We will deliver value globally by bringing together the physical and digital worlds.
- We will offer four digital services.
- Two of them are foundational. One is IT Services, providing an infrastructure for digital workplaces. The other is Managed Services for MFPs and other office equipment.
- We will build on those two underpinnings to offer Workplace Experience, which provides spaces and services that foster creativity and Process Automation that enhances productivity.
- Ricoh's strengths are its robust global customer base, customer engagement and co-creation capabilities, and intellectual property for developing AI and other products and technologies. We will keep investing in growth to bolster our intellectual property and customer engagement capabilities.
- The detailed overview in the case study in the next slide highlights how we are deploying our integrator business globally.

Established customer relationship with WE engagement as the foundation and we have been progressively expanded our service offerings by leveraging globally standardized operations and strong execution capabilities. Our ESG initiatives further strengthen trust, enabling relationships to evolve into long-term partnerships.

### Customer Challenge

- **Fragmented global governance**
- A highly decentralized supplier landscape
- Lack of cost transparency
- **Inconsistent service quality and operational maturity across regions**

### Key Engagements

**Revenue: US \$ 85M+**

- Meeting Rooms – 7,000 Rooms
- MPS – 6,000 Devices,  
Label Print as a Service – 3,000 Devices
- Production Print (Hybrid – onsite & offsite)

### Ricoh's Value Propositions

- Centralized design and project management for complex meeting room and print environments as a **global WE/OP supplier**
- By **establishing trust through excellence in design and governance** within high value-added workplace and collaboration services\*, we **expanded into additional offerings** such as global MPS, Label Printers, Production Printing while driving global integration and standardization.
- **Fulfilled customers' ESG-based supplier selection criteria** while delivering clear environmental value.

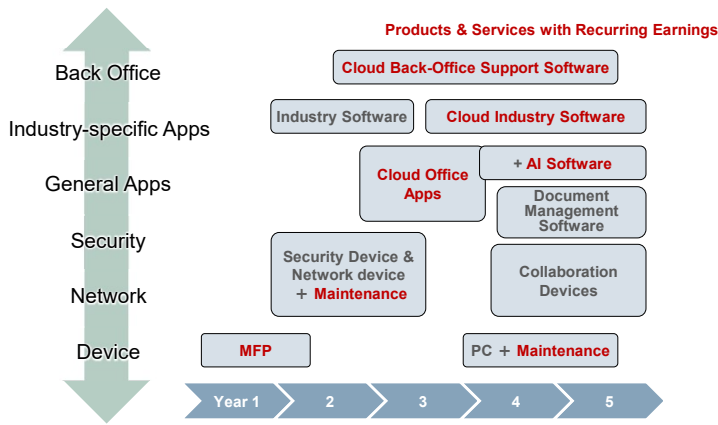
\*Collaboration Services: End-to-end delivery of digital collaboration environments, from design to operation

- This case study is for a customer that is a renowned multinational corporation.
- Choosing suppliers is a major challenge for large companies operating worldwide. They need partners that can deliver high value, meet their social responsibilities, and provide consistent services across the globe.
- The more suppliers they use, the higher their risks and administrative costs. Many therefore seek to reduce supplier numbers.
- Ricoh began serving this customer by providing global meeting room management services. We won a contract to install standardized equipment in 7,000 meeting rooms and monitor and operate them to stay constantly connected. This helped us earn trust as a global supplier, which led to a Managed Print Services contract for MFPs. We deployed 6,000 MFPs to provide timely printing services with the right quality levels. We also provided 3,000 barcode label printers and commercial and industrial printers.
- Trust builds business. This customer alone has generated sales exceeding US\$85 million, or more than 10 billion yen, exemplifying Ricoh's strong global reach.

Drive OS recurring profit growth by strengthening value propositions and long-term SME customer relationship.

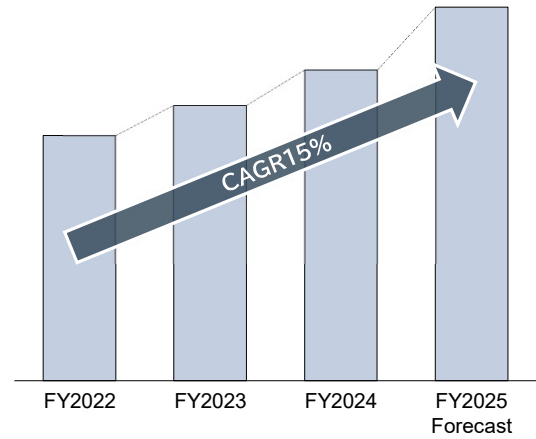
### Premium customer cases in the civil engineering sector

Expand value from IT platforms to business operations to develop premium customers



### Growth trajectory of OS recurring earnings in Japan

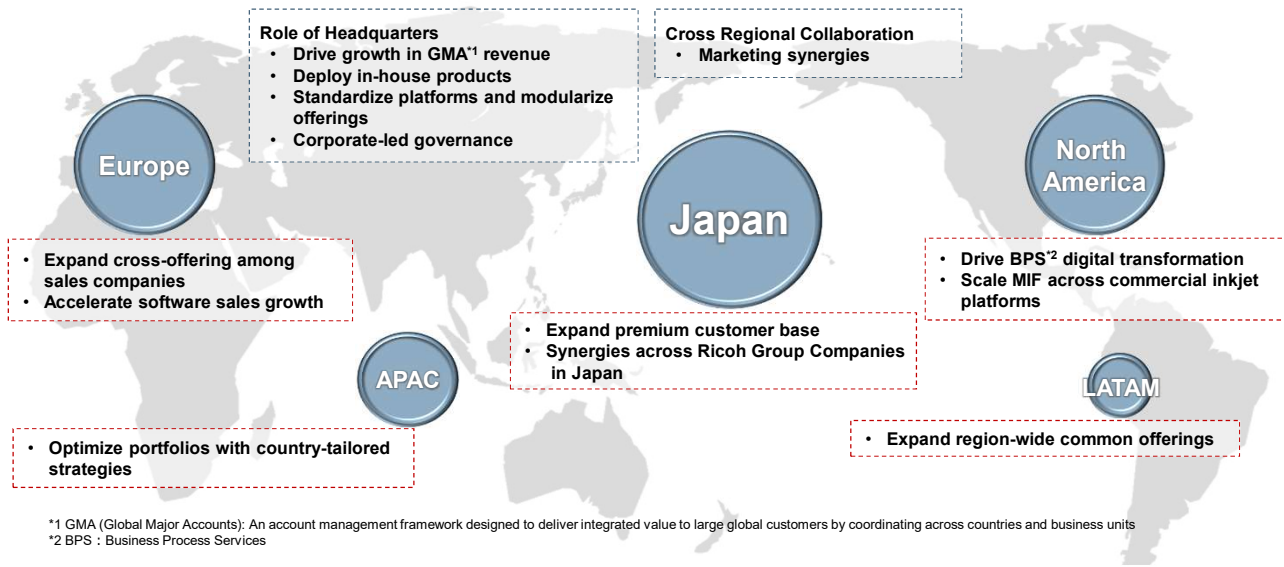
Strong OS recurring earning growth driven by high-value customer expansion



- We also serve numerous small and medium-sized enterprises, primarily in Japan. This workplace integrator case study shows how we built a business relationship over five years with a mid-sized civil engineering firm.
- We started out by installing MFPs. We progressed to deploying and operating network security and providing cloud-based back-office support and industry applications. Recurring revenue increased steadily as the range of services grew.
- I will now explain our global strategy.

## Drive Growth with Optimal Integration tailored to Regional Strategies

Drive growth in recurring earnings by tailoring approaches to regional growth opportunities with common services, products, and systems



March 25, 2026

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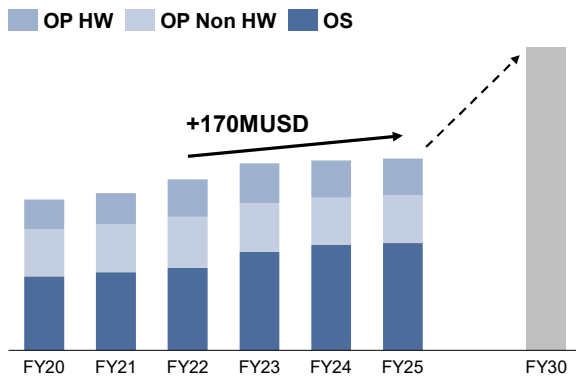
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- I will now explain our global strategy.
- We will deliver regionally tailored value propositions to customers.
- In Japan, we will expand our premium customers by layering various solutions for them.
- In North America, we will digitalize Business Process Services. Customers have outsourced around 2,000 sites to us, and we will expand that business by deploying digital workflows at those sites.
- Headquarters will drive Global Major Accounts revenue growth, deploy proprietary products, and standardize platforms and modularize offerings. Under an organizational structure that goes into effect on April 1 this year, headquarters will strengthen its role in promoting standardization wherever possible to improve profitability.

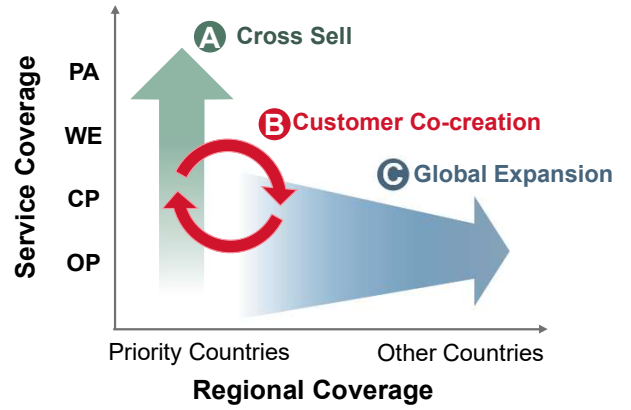


The expansion of GMA, leveraging our global customer base, represents a core source of Ricoh's competitive advantage

**Revenue trends in the GMA business**



**Strategic growth direction of the GMA business**



- Global Major Accounts is growing. The graph on the right illustrates where it is heading.
- It will expand across multiple products and services through cross-selling, co-create new value with customers, and expand globally to build the customer base.
- Global Major Accounts revenue growth under the 21<sup>st</sup> MTS alone was US\$170 million, or more than 20 billion yen. The business is worth around 200 billion yen, with Office Services accounting for half of that.

Continuing growth investments through M&A in priority domains aligned with our business and regional strategies

**M&A Strategy Direction**

Objectives of acquisitions	Priority Domain	Investment Cap	Past Acquisitions		
<p><b>Capabilities at customer touchpoints</b></p>	<p><b>WE/PA Domain</b></p> <p>Regional growth strategies determine priorities for acquisitions</p>	<p><b>¥250 Billion</b></p> <p>Flexible execution through M&amp;A, strategic partnerships, and minority investments</p>	<b>IT Services</b>		
<p><b>Differentiated integration technologies</b></p>			<ul style="list-style-type: none"> <li>• PFH (Ireland) 2023.4</li> </ul>	<b>PA</b>	
<p><b>Highly profitable in-house IP</b></p>			<ul style="list-style-type: none"> <li>• DocuScan (Germany) 2023.6</li> <li>• natif.ai (Germany) 2024.4</li> <li>• ValueTech S.A. (Chile) 2026.2</li> </ul>	<b>WE</b>	
			<ul style="list-style-type: none"> <li>• VideoCorp (Chile/Peru) 2023.10</li> <li>• Go2next (Brazil) 2025.5</li> <li>• Presentation Products (USA) 2026.1</li> <li>• ET Group (Canada) 2026.2</li> </ul>		

- This slide outlines our growth investment approach. We will invest to bolster core strengths.
- Acquisition goals are to enhance our customer touchpoint capabilities and consulting expertise, obtain technologies that differentiate our integration services, and build a highly profitable intellectual property portfolio.
- We do not pursue acquisitions just to gain scale. Instead, we invest to generate synergies and improve ROI. Our anticipated investment cap is around 250 billion yen. Priority areas are Workplace Experience and Process Automation, which are core business domains for us as a workplace integrator.

**5 Year Vision**

**Establish No.1 position in the printing industry through collaboration with ETRIA**

**Value Proposition**

**Deliver highly reliable printing environments while reducing environmental impact through circular design, thereby advancing a circular economy**

**Strategies & Initiatives**

**Strengthen Competitiveness & Sales  
No.1 share in A3 Color MFP market**

- Accelerate sales growth with disciplined MIF management and enhanced channel strategies

**Expand ETRIA Engine Share  
30%**

- Deliver differentiated models by leveraging technology synergies
- Develop & launch circular designed products

**Ricoh's Strength**

**Deliver trusted quality through manufacturing and technology excellence**

**Highly Productive and Reliable MFP & Printer Portfolio**

**Strong Development and Production Capabilities through ETRIA**

**Advanced Technologies for Environmental Solutions**

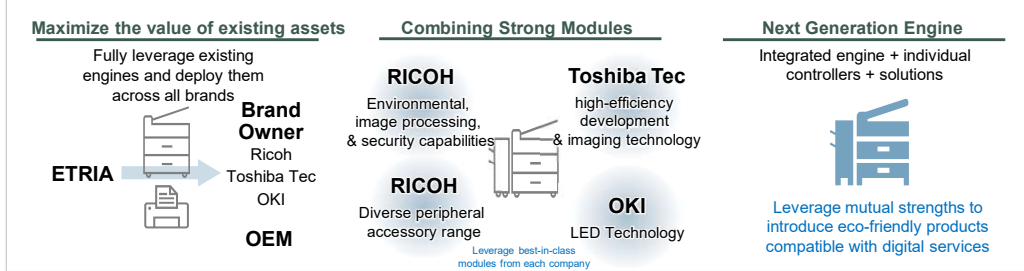
- A second five-year vision is to drive success with the Office Printing business, whose scale is already quite significant.
- We aim to become the no. 1 player in the printing industry in five years through our ETRIA collaboration.
- We will thus shift to a structure that enables us to compete successfully under our own brand while increasing ETRIA's engine share to 30% of the market.

**Generate Synergies through ETRIA**



Development & Production

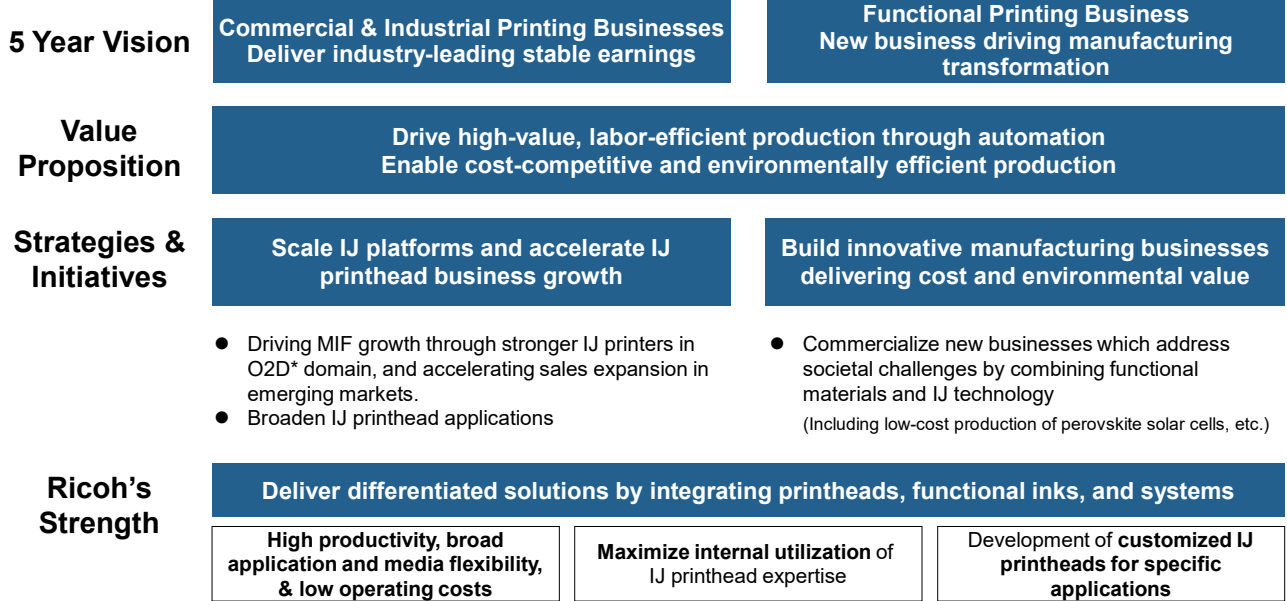
- **Main unit development** ▲ Developing and mass-producing toner in-house for OKI
- ▲ Cut development lead times by 30%
- ▲ Create LED printhead technology lineup



Organization

- **Advance circular product development**
- **Optimization of Manufacturing Sites (Consolidation and New Establishments)**
  - ▲ Digitally integrate and scale engineering expertise
  - ▲ Reallocate resources to accelerate new business growth
- ▲ **Centralize procurement functions**

- ETRIA’s synergy creation is entering a new phase.
- That company set out by tapping competitive products from Ricoh, Toshiba Tec, and Oki Electric. The new phase was to combine strong modules to develop new products.
- From fiscal 2027, ETRIA will develop a new engine from scratch by bringing together the technologies of all three partners, significantly expanding synergies. This will create substantial economies of scale, making it possible to standardize parts procurement and integrate consumables production while strengthening competitiveness. ETRIA aims to achieve a 30% share of the engine market through these synergies.



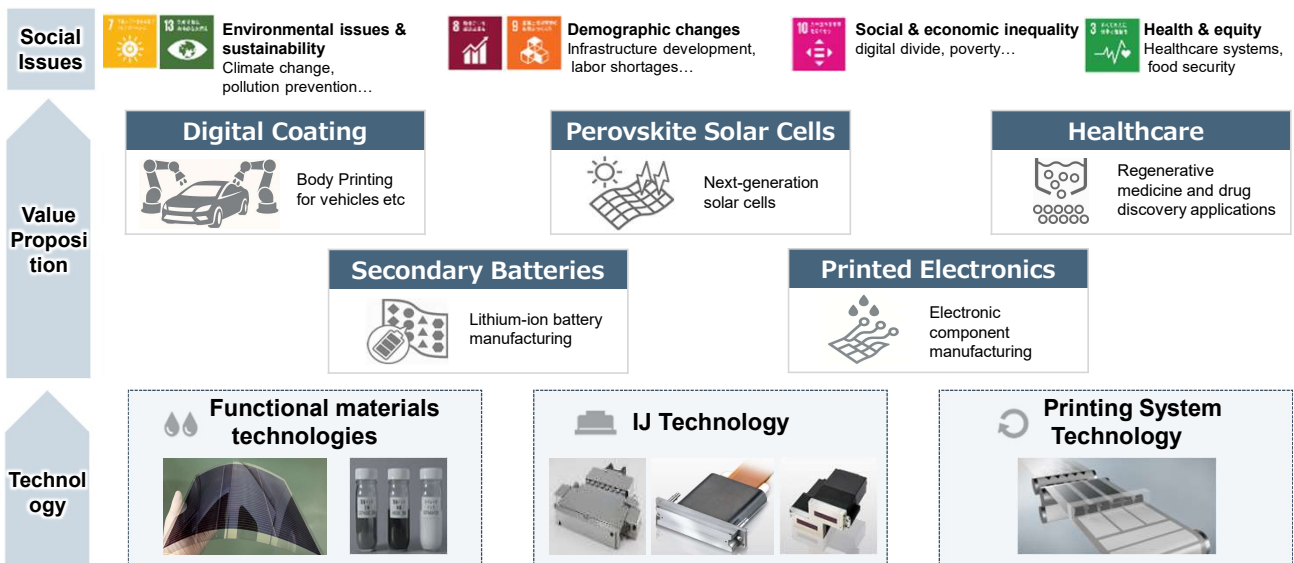
\*O2D: Offset to Digital

- A third five-year vision is to expand businesses through our inkjet technology.
- Over the next five years, we aim to position the Commercial and Industrial Printing businesses to deliver the most stable earnings in their industries while cultivating our new Functional Printing business to transform manufacturing. We will draw on our functional materials and inkjet technologies to accelerate the commercialization of highly profitable new businesses that help resolve societal challenges.



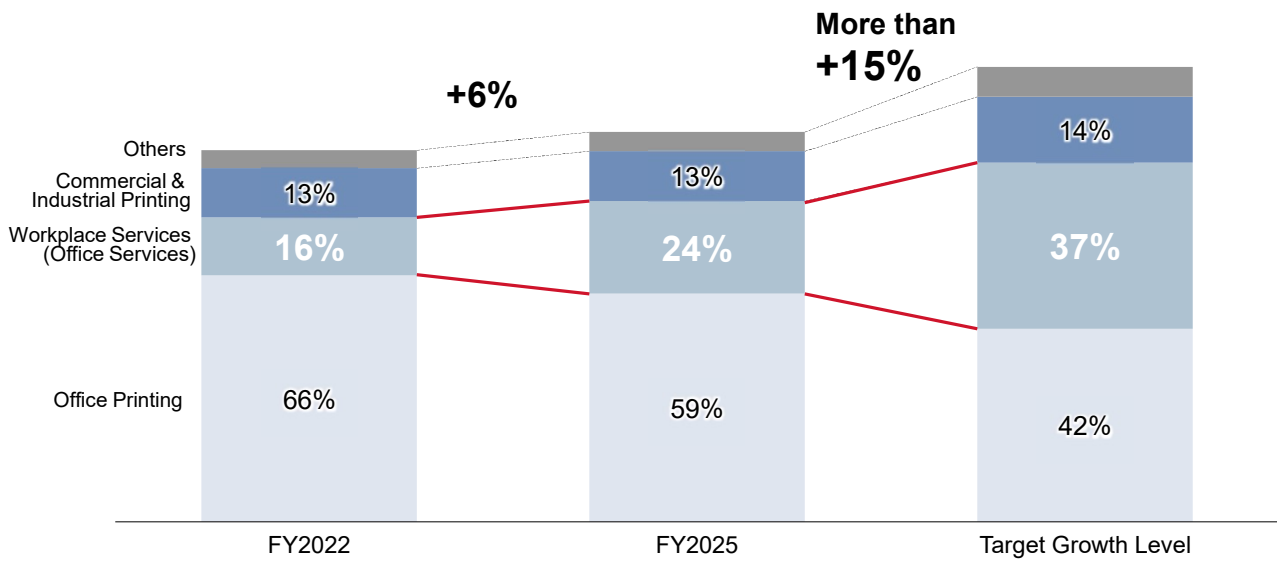
# Expand the value proposition of functional printing with IJ technology

Creating future recurring revenue through new customer value enabled by functional materials × inkjet technology



- I will now detail how we are expanding our Functional Printing value proposition with inkjet technology.
- Our functional materials technology strengths enable us to turn diverse materials into inks, not just for printing on paper. Combining this capability with inkjet ejection and printing system technologies will make it possible to cultivate new applications.
- One example is digital coating technology for vehicles. Conventional processes tend to scatter ink beyond target areas. Our inkjet technology makes it possible to apply ink precisely and minimize ink consumption. This process is eco-friendly and cost-competitive. We are progressing toward commercialization with a partner company.
- Then there is our perovskite solar cell-related technology. We make these cells by jetting the materials as ink. This is more productive than conventional methods. As reported in newspapers and other media outlets in Japan, we are speeding up commercialization with support from the Ministry of Economy, Trade and Industry and other entities.
- These new businesses should become highly profitable over the next five years.

As proof of customer trust, we position recurring earnings as a key management indicator.



March 25, 2026

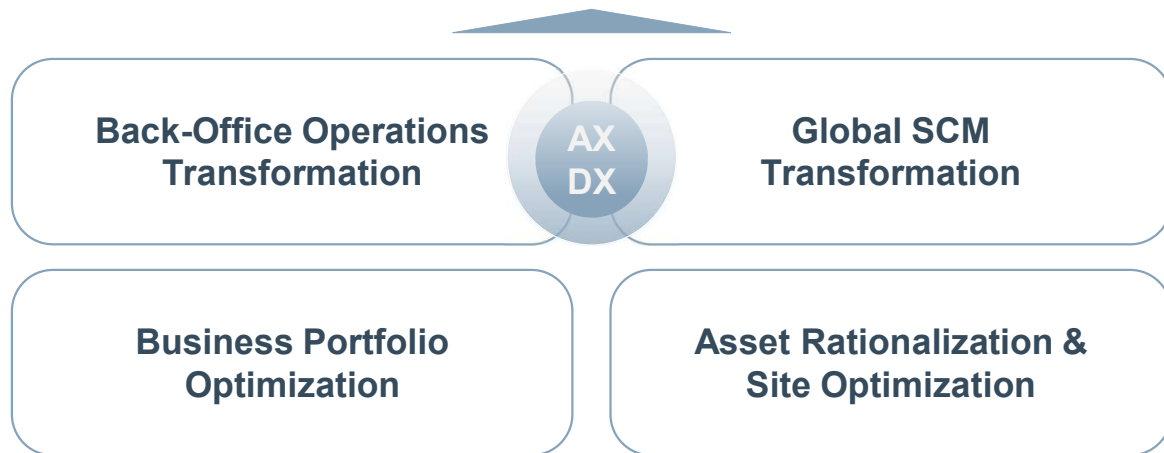
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- Recurring earnings should grow steadily as we push ahead with our efforts.
- In Office Printing, we will focus on expanding ETRIA's engine share and securing market share for the Ricoh brand. While we expect the market to continue shrinking, we believe this business can remain stable with disciplined management. On top of that, recurring earnings should rise more than 15% over the next five years from gains in Workplace Services and Commercial and Industrial Printing.

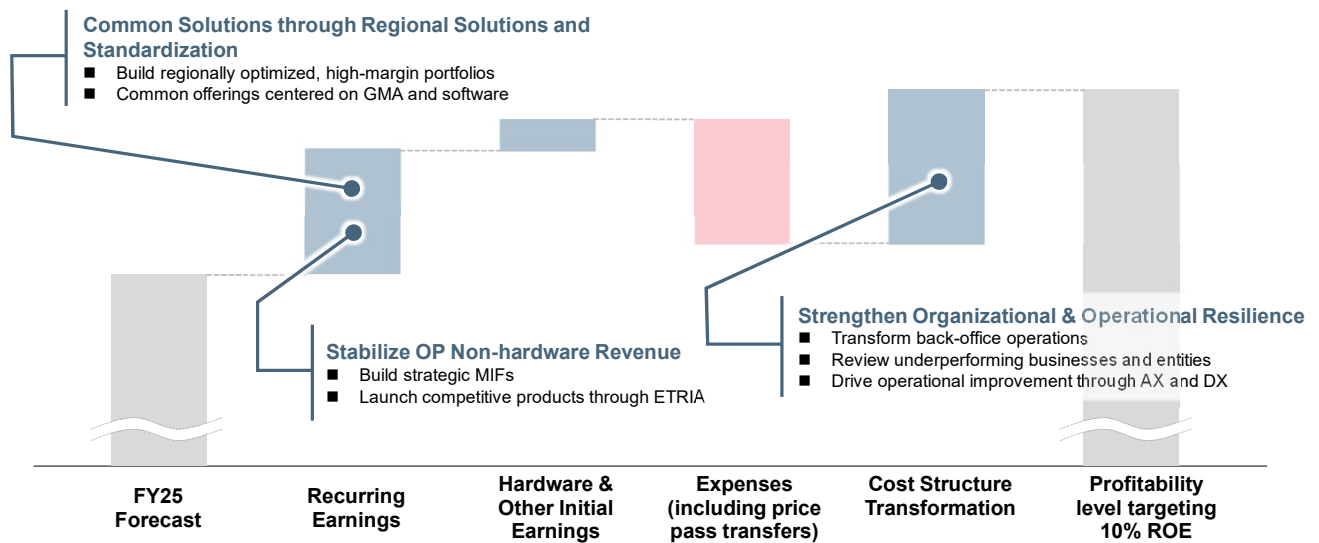


## Delivering over ¥40 Billion in Cost Savings + Balance Sheet Optimization



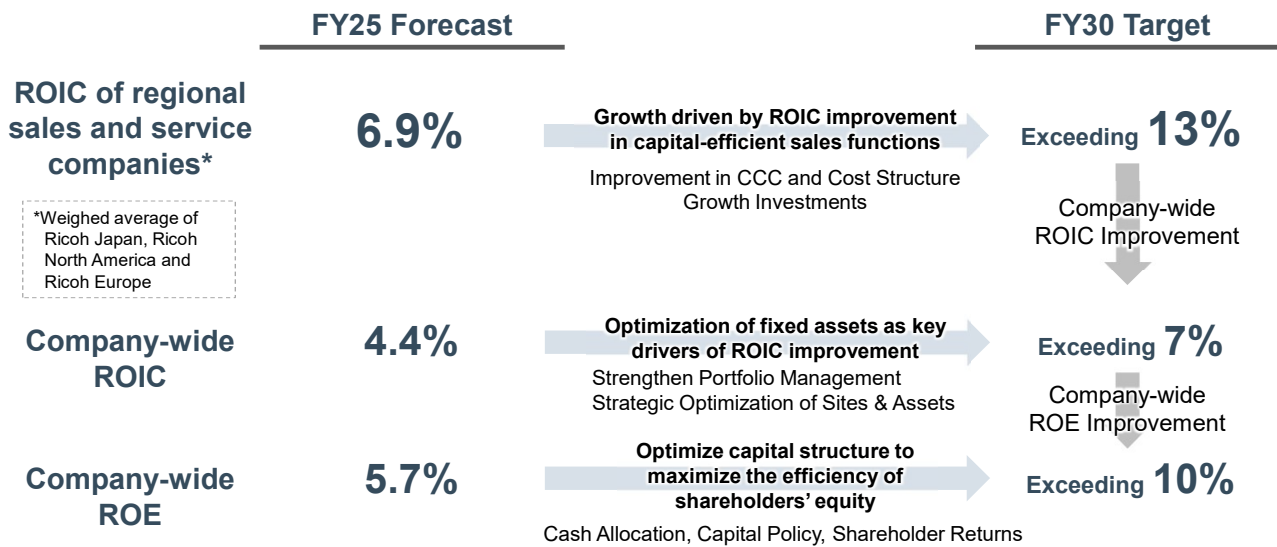
- We will transform our cost structure and deliver an asset-light business model.
- Structural transformation will continue beyond the Corporate Value Improvement Project. This is because we must constantly update structural transformation efforts as our business portfolio changes.
- We will use AI and digital transformation to transform back-office operations and global supply chain management.
- We will also optimize business and company portfolios. We will reorganize assets that do not generate sufficient returns and generate more than 40 billion yen in savings. We also seek to benefit from asset reductions.

Reinforce the profitability base primarily through recurring earning growth and transform our cost structure



- This slide overviews our strategy for driving profit growth.
- It shows broadly how our income statement will evolve. First, we will steadily build recurring earnings. At the same time, we will maintain certain initial earnings levels. While we expect MFP and other hardware sales to decline, growth in Commercial Printing and other hardware businesses should help offset that drop.
- We expect expenses to rise because of inflation and other factors. While we will pass on higher prices to the market, we will continue to improve our cost structure through ongoing structural transformation. We will thus strive to improve our income statement.

Strengthen company-wide ROIC by enforcing rigorous reviews on invested capital and accelerating asset optimization



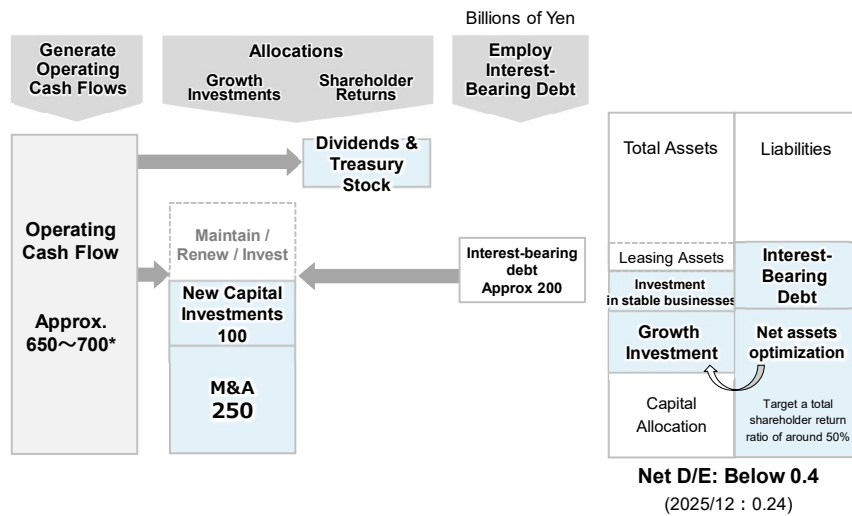
- I will explain how we will improve capital efficiency.
- Balance sheet improvements will come largely from shortening the cash conversion cycle. As we shift to a more services-oriented business model, the need for large inventories will decrease. Also, we will be able to adopt a model in which customers pay subscription fees in advance. These changes should significantly improve the cash conversion cycle.
- We will also review our businesses and sites as part of our selection and concentration strategy. On top of that, we will keep optimizing the balance sheets through a capital policy that includes flexible shareholder returns.

## **Capital Policies / Disclosed Business Segments / Governance Transformation**



Maintain financial discipline and funding capacity (debt capacity) with due consideration of credit ratings, and implement additional shareholder returns in an agile manner based on operating cash flow, progress in growth investments, and changes in equity buffers, thereby contributing to ROE improvement.

### ■ Cash Allocations (FY2026-FY2030)



#### Operating Cash Flow

- Accumulation of recurring
- Continuous improvement of CCC
- Ongoing business-by-business management of WACC and ROIC, and continuation of business portfolio management
- Selection and focus of businesses and assets

#### Growth Investment

- **Maintain strict financial discipline**
- Ensure stable and sustainable funding
- **Growth Investment Allocation: ¥350 Billion (M&A: ¥250 Billion)**

#### Maintain an Optimal Level of Net Assets

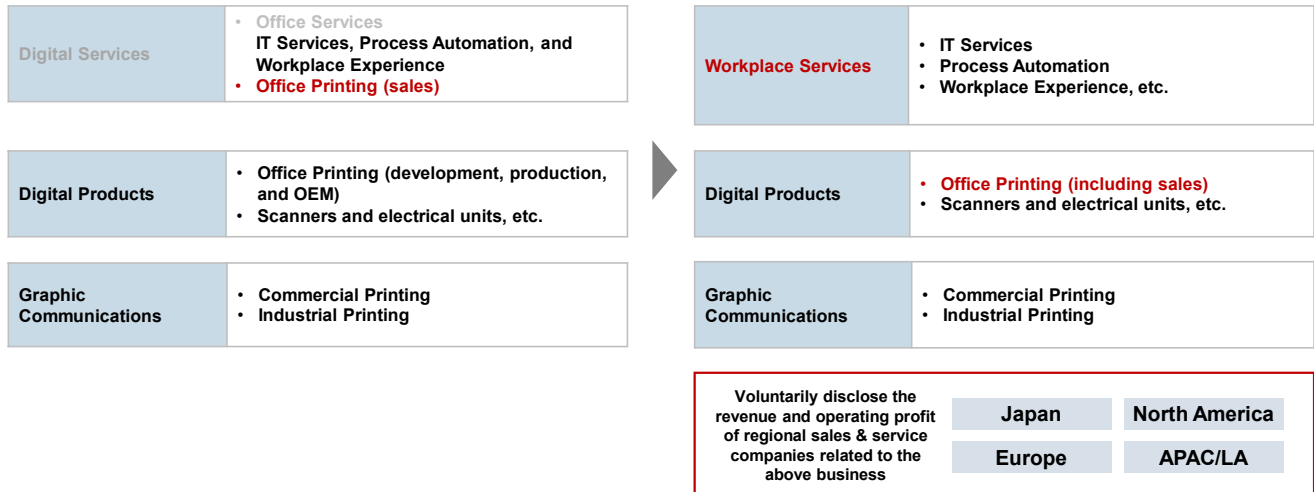
- Use interest-bearing debt for stable business investments
- **Maintain debt capacity**
- Continuously manage risk scenarios and equity buffers

#### Shareholder returns

- **Maintain a total shareholder return ratio of around 50%**
- **Commit to sustainable and continuous dividend growth**
- **Execute timely shareholder returns based on cash flow conditions and the progress of growth investments**

- This section covers our capital policy, disclosure segments, and governance transformations.
- Under our capital policy, we have set aside around 350 billion yen from operating cash flows to invest in growth. We will use interest-bearing debt as needed, earmarking around 250 billion yen for acquisitions and other growth investments.
- Also, we target a total shareholder return ratio of 50% and intend to provide timely and flexible shareholder returns with a view to constantly lifting dividends.
- We view a net debt-to-equity ratio of 0.4 or below to be a suitable range. It is currently 0.24, and we intend to manage our capital structure within that range while making the most of our stable earnings base.

Reclassify Office Printing (sales) from the “Digital Services” segment to the “Digital Products” segment.  
Disclose the office services business previously included in “Digital Services” as the “Workplace Services” segment.



- This slide highlights key business segment changes from fiscal 2026.
- Some stakeholders told us that our current segment reporting was hard to understand. A prime example of this is that the RICOH Digital Services segment includes not just Office Services but also Office Printing (sales). We are revising our segment disclosure to provide a clearer, simpler picture of our business structure and strategy.
- We are renaming the Digital Services segment as Workplace Services while keeping the Digital Products and Graphic Communications names unchanged.
- We are positioning the Office Printing (sales) within Digital Products to provide a clearer view of the entire Office Printing business, from sales through production.
- Workplace Services will bring together IT Services, Process Automation, and Workplace Experience. Graphic Communications will cover Commercial and Industrial Printing and new businesses using inkjet technology.
- For our core integrator sales and service business, we plan to voluntarily disclose the sales and operating profit figures of sales and services companies in regions such as Japan, North America, Europe, and Asia-Pacific. This should provide a better picture of business progress.

Organizational and system transformations to “strengthen the Management Capability Cycle”.

Design compensation to begin accruing only once ROE exceeds the cost of capital, thereby directly linking shareholder value with executive incentives.



### ● Enhance decision-making and strategy formulation capabilities

- Reinforce CxO-led support for the CEO's decisions
- Establish a Strategic Advisory Board to support CEO strategy

### ● Improve execution and speed

- Engage in matrix management fostering close collaboration between corporate headquarters and business units
- Strengthen executive officer commitments to areas of responsibility and provide performance-based evaluation and compensation

### ● Reinforce management structure

- Constantly reinforce through rigorous performance-based evaluations, appointments, and dismissals
- Establish corporate secretary position to strengthen shareholder perspectives

### ● Adopt shareholder-aligned compensation structure

- Employ compensation system prioritizing point at which ROE exceeds capital costs
- Introduce non-performance-based equity compensation plan for outside directors

- We will transform governance to improve corporate value.
- First, we will enhance decision-making & strategic formulation. We have redefined the roles of executive officers and are appointing younger executives to business units that are central to future strategies. We also plan to establish a Strategic Advisory Board to assist the CEO and improve our strategic perspectives.
- Second, we will improve execution and speed. We will assign executive officers to headquarters or business unit roles so some oversee specific businesses while others provide cross-functional governance under a matrix structure. Delegating authority in this way will accelerate decision-making and execution.
- Third, we will reinforce our management structure. We will extend to all executive officers the two-stage evaluation process that we have applied to the CEO. The first stage is an annual discussion and assessment of whether the CEO should remain in the role for the following year. If retaining the CEO, the second stage focuses on identifying areas for improvement.
- Fourth, we will adopt a shareholder-aligned compensation structure. While our framework has included ROE-based performance evaluations, it has overemphasized business plan targets. For example, achieving an ROE target of 5% should not be sufficient for compensation purposes. What matters is how much value we create relative to market expectations and capital costs.
- We will employ a compensation system that prioritizes the point at which ROE exceeds capital costs. We will limit compensation growth when ROE is below capital costs and increase it in proportion to value creation when ROE exceeds those costs. This setup will align incentives with shareholder interests.

# Human Capital / ESG





Drive cultural transformation and energize our people to realize Ricoh's vision for the next 5 years.

**Cultivating a Corporate Culture which Contributes to Corporate Value Enhancement**

**Building Growth-Enabling Capabilities & Optimizing the Talent Portfolio**

**Unlock Individual Potential through Human Capital Initiatives**

**Acquire Capabilities to Support Future Business Growth**  
Leveraging global talent, recruitment, M&A, and reskilling initiatives, including the development of digital and AI talent

**Human Capital Management Enhancement**  
Advance a job-based model & total rewards strategy

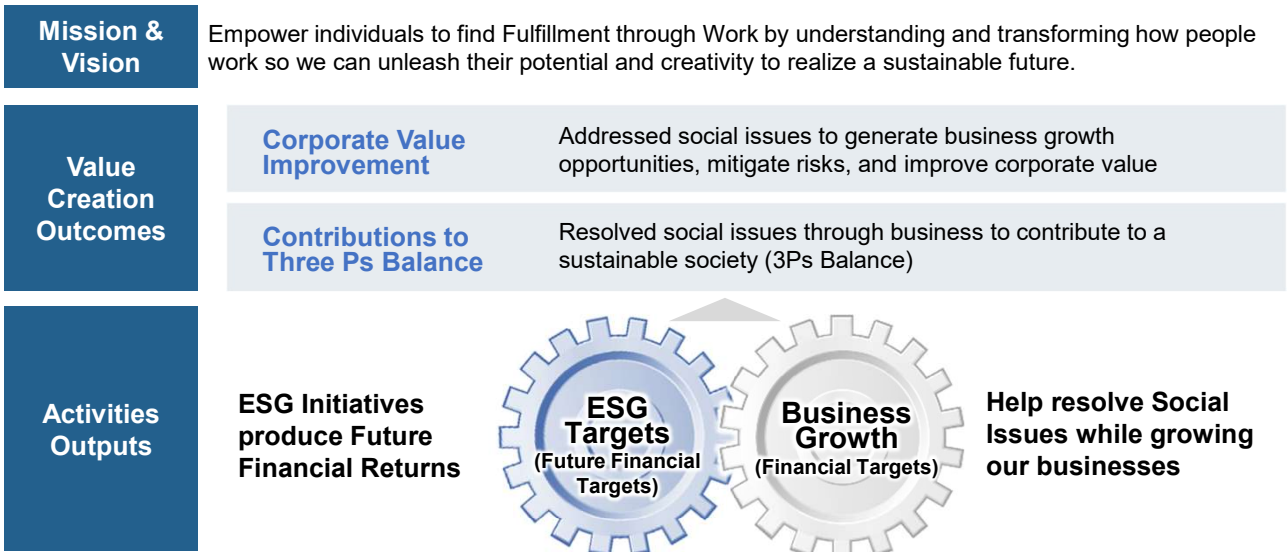
**Human Capital ROI\*:  
Exceeding 25%**  
(FY2025: 17%)

**Engagement Score:**  
**4.14**  
(FY2025: 3.89)

\*Human Capital ROI = ((Revenue - non-personnel expenses) / personnel costs - 1) × 100  
Personnel costs refer to labor costs included in selling, general and administrative expenses (SG&A).

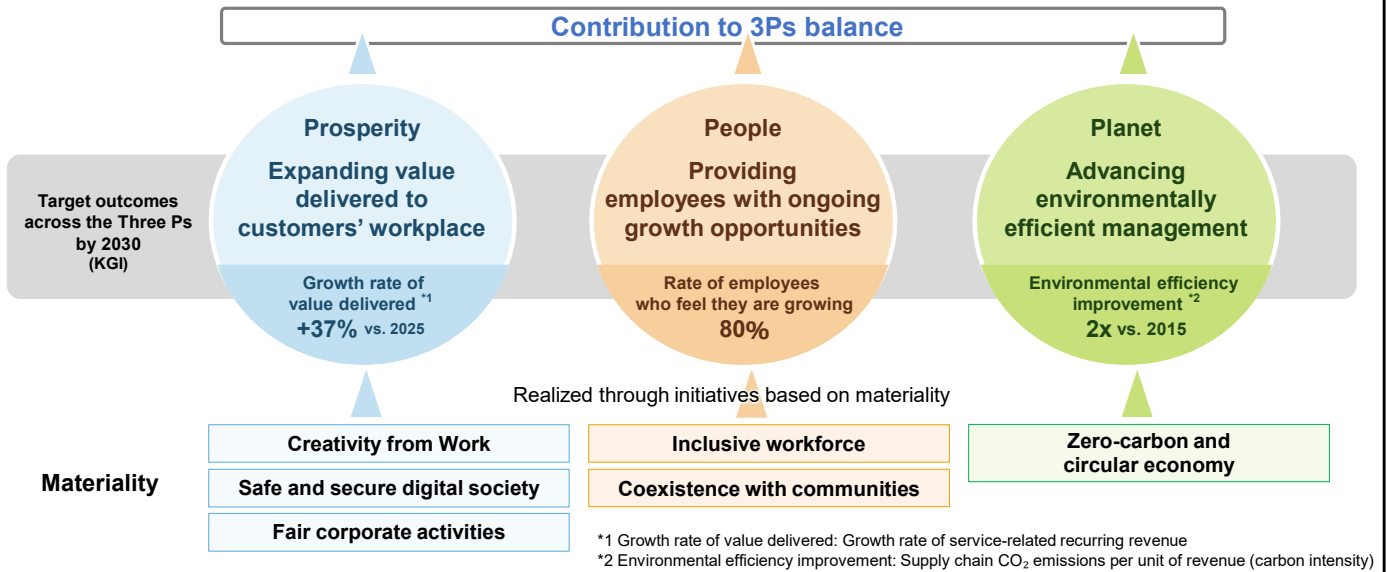
- This slide covers how we will accelerate business growth through our human capital strategy, which aims to foster a corporate culture that helps improve corporate value. We aim to instill a mindset of playing to win and staying ahead.
- Also, it is vital to strengthen talent. We will prioritize leveraging global talent because digital technology and AI are evolving so fast around the world. We will thus provide reskilling programs while enhancing human capital management to maximize individual potential.
- We adopted a job-based personnel system to build on that foundation and equip individuals to perform better, and will continue to deepen our initiatives. We will accordingly keep reforming our compensation system.

Align ESG with business growth to fulfill responsibility to help build a sustainable society (through Three Ps Balance) and improve corporate value.



- At Ricoh, we align ESG and business growth. That is because we believe that areas important to ESG overlap with those critical to business growth and that helping resolve social issues directly drives that growth.

Clarify Ricoh's contribution to the Three Ps Balance and clearly communicate the 2030 targets for each of the "P" to stakeholders.



- This slide explains how we set our 3Ps balance targets.
- We established Prosperity, People, and Planet targets to align ESG with business growth. We identified material issues in each and set corresponding goals.

## **“Fulfillment through Work”**

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

- Finally, our Mission & Vision is to empower individuals to find Fulfillment through Work by understanding and transforming how people work so we can unleash their potential and creativity to realize a sustainable future.
- This commitment will become even more important in an era of widespread generative AI adoption. Our role is to help people focus more on the creative work that only humans can do while taking full advantage of AI and other technologies.
- Even as technology evolves, the value of human creativity remains unchanged. We will continue to stand by working people and support the creation of uniquely human value.

# Appendix



Six materialities identified to enhance corporate value and contribute to the 3Ps Balance, reflecting societal and customer expectations and our MTS.

15 ESG targets established as KPIs for the materialities.

3Ps	Materiality	Social Issues	Global ESG Targets	
			Indicators	FY30 Targets
<b>Prosperity</b> (Sustainable economy)	Creativity from Work	Boosting Productivity/Unleashing Creativity/ Digital Inclusion	① Customer survey scores	Japan:40% Europe:40% NA:38% LATAM:63% APAC:45%
		Accelerating innovation	② Co-creation projects, as % of total projects	
	Safe and secure digital society	Information Security and Customer Privacy	③ Security management maturity	Planned disclosure of FY26 targets (April 2026)
		Ethical Technology Development and Utilization	④ YoY growth in technology assessment personnel	
	Fair corporate activities	Respect for Human Rights	⑤ % of Ricoh group companies assessed as low risk	
		Ensuring Business Ethics and Compliance	⑥ Number of high-risk suppliers	
		Employee Engagement and Inclusion	⑦ Compliance maturity	
<b>People</b> (Sustainable society)	Inclusive Workforce	Employee Engagement and Inclusion	⑧ Engagement Score	4.14
		Employee skill development	⑨ % of women in managerial positions	Planned disclosure of FY26 targets (April 2026)
	Coexistence with community	Building Relationships with Local Communities	⑩ Total number of digital skills at Level 2 or Higher	
		Climate Change Mitigation and Adaptation	⑪ Employee participation rate in social contribution activities (cumulative basis)	
	<b>Planet</b> (Sustainable environment)	Zero-Carbon Society/ Circular Economy	Climate Change Mitigation and Adaptation	⑫ GHG Scope 1,2 reduction rate(vs. 2015)
⑬ GHG scope 3 reduction rate (vs. 2015)				40%
Resource depletion/resource circulation			⑭ Renewable energy, as % of total electricity use	85%
			⑮ Virgin material usage ratio of products	60% or less



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- 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**  
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