

Contents

09 Message to Our Stakeholders

Continuing to Evolve with Customers as a Workplace Services Provider



Akira Oyama
Representative Director, President and CEO

15 Interview with the CFO

Fostering Stakeholder Trust and Showing Progress of the Corporate Value Improvement Project



Takashi Kawaguchi
Director, Executive Corporate Officer and CFO

About the Cover



Visual theme: Evolution
The design motif symbolizes the Ricoh Group's transition from a digital information provider (squares) to a human creativity-centric enterprise (circles) in keeping with its commitment to evolving with customers by fostering human creativity.

Introduction

- 01 About Ricoh Group Integrated Report 2024 and Declaration of Authenticity
- 03 Ricoh Way—Our Corporate Philosophy
- 05 Ricoh's Evolution into a Digital Services Company
- 07 Ricoh by the Numbers

Leadership Insights

- 09 Message to Our Stakeholders
- 15 Interview with the CFO

Value Creation Process

- 17 Becoming a Digital Services Company That Supports Worker Creativity
- 23 Value Creation Initiatives

Past, Present, and Future

- 27 Reviewing the 19th and 20th Mid-Term Management Plans
- 28 21st Mid-Term Management Strategy Overview and Progress
- 29 Corporate Value Improvement Project

Functional Strategies

- 31 ESG Strategy
- 35 Human Capital Strategy
- 39 Innovation Strategy
- 43 Financial and Capital Strategy

Financial Outlook

- Financial Performance**
- 47 Business Unit Reports
- 49 RICOH Digital Services
- 51 RICOH Digital Products
- 52 RICOH Graphic Communications
- 53 RICOH Industrial Solutions
- 54 RICOH Futures
- Future Financial Performance**
- 55 Environment
- 59 Social

Corporate Governance

- 65 Message from the Chairperson of the Board of Directors
- 66 Board of Directors and Audit and Supervisory Board Members
- 67 Conversation between Outside Directors
- 71 Corporate Governance Structure
- 85 Risk Management
- 86 Specific Measures to Strengthen Security

Data

- 87 Financial and Future Financial Highlights
- 91 Commitment and Recognition
- 92 Editorial Policy, Disclosure Framework, Significant Organizational Changes, Major Organizational Changes, and Third-Party Verification of Environmental and Social Data