21st Mid-Term Management Strategy Overview and Progress

In April 2023, we launched our 21st Mid-Term Management Strategy, a three-year initiative focused on accelerating our transformation from a revenue structure primarily dependent on the Office Printing business to becoming a digital services company.

Medium- to long-term goals

Become a digital services company that supports worker creativity and provides services that transform workplaces
Fiscal 2025 financial targets announced in March 2023: Operating profit of ¥130 billion and ROE exceeding 9%

Progress with three basic policies

• Reinforce regional strategies and evolve Group management

Transitioning to a highly profitable structure: Ricoh is expanding revenue streams beyond Office Printing and transitioning to a more profitable business model. To keep improving profitability, we aim to enhance our value creation at customer touchpoints, leverage Group synergies, and better adapt to changing business conditions.

Transforming the profit structure: Ricoh has designated Process Automation*¹, Workplace Experience*², and IT Services as key focus areas. We are executing a strategy to amass recurring contracts and revenues in these service areas by concentrating resources while factoring in regional characteristics.

2 Establish key revenue sources in frontlines and social domains

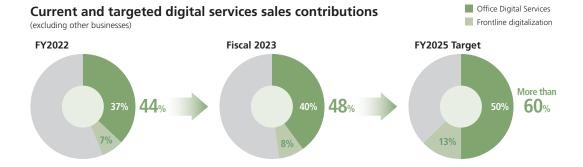
- · Expanding the scope of digital services and delivering value to a broader range of customers.
- · Establishing key revenue sources in the frontline and social domains, focusing on the Commercial Printing business.
- · Using business portfolio management to identify key focus areas and explore appropriate exit strategies for certain operations.

3 Leverage global talent

Formulated a human capital strategy that regards employee capabilities as capital, investing extensively in people to transform the business structure and expand global value offerings.

Office Services growth

- Business growth and structural reforms centered on Office Services have led to steady performances. Resolved supply constraints on MFPs and ICT products that affected fiscal 2022 results, normalizing sales activities.
- In Japan, services and solutions tailored to legal revisions to the invoice system and other customers performed well.
- Although demand for some ICT products weakened in Europe and the United States, growth continued in the services businesses, particularly among acquired companies.



^{*1} Process Automation: formerly referred to as Business Process Automation
*2 Workplace Experience: formerly referred to as Communication Services