

About the Ricoh Group Integrated Report 2025

We have made the following key improvements for this year's integrated report in response to feedback from investors and other stakeholders on last year's report and insights from ongoing engagement activities.

- 1 Clearly present management challenges and goals over the short, medium, and long term**
- 2 Show how the Ricoh Group's strengths relate to financial and future financial initiatives**

We identified the following three key priorities for this report based on these two considerations.

■ Clarify profitability challenges and initiatives

The Message to Our Stakeholders and the Interview with the CFO review fiscal 2024 results, report on progress with the Corporate Value Improvement Project and responses to management challenges, and set out the road map for initiatives to enhance profitability.

■ Enhance understanding of Ricoh's transformation into a digital services company through customer success stories and talent development initiatives

In addition to explaining our functional and business strategies for becoming a digital services company, we present our progress through customer success stories and examples of employees leading the transformation.

■ Governance for medium- to long-term risks and opportunities

The external directors' roundtable raises key issues on accelerating Ricoh's transformation to strengthen trust in the capital markets. It also elaborates on the Board of Directors' effectiveness review and reports on policies and results of constructive dialogue with shareholders.

Declaration of Authenticity

As CFO and Chair of the Disclosure Committee, I affirm that this report was prepared through an appropriate process involving close coordination among departments, management discussions in executive meetings, and verification and approval by the Disclosure Committee. It accurately reflects the Ricoh Group's situation. I hope it helps our diverse stakeholders understand our initiatives for sustainable growth and a sustainable society.

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.