

Contents

Introduction

- 01 About the Ricoh Group Integrated Report 2025 and Declaration of Authenticity

Management Vision

- 03 Message to Our Stakeholders
11 Interview with the CFO
13 Financial and Capital Strategy

Value Creation

- 17 Ricoh by the Numbers
19 Ricoh Way—Our Corporate Philosophy
21 Ricoh's Evolution into a Digital Services Company
23 Progress with the Mid-Term Management Strategy and the Corporate Value Improvement Project
25 Becoming a Digital Services Company That Supports Worker Creativity
27 Initiatives on Materiality and ESG Targets
29 Approach to Strengthening Profitability
30 Bolstering Resources for Sustainable Growth
31 Customer Highlight: Creating value as a digital services company to help transform customers' work
35 Employee Highlight: Showcasing individuals at the heart of Ricoh's transformation
39 RICOH Digital Services
41 RICOH Digital Products
43 RICOH Graphic Communications
45 RICOH Industrial Solutions
46 RICOH Futures
47 Human Capital Strategy
53 Technology, Intellectual Property, and Digital Strategies

Sustainability

- 57 ESG Strategy
59 Environment
63 Social

Corporate Governance

- 65 Outside Directors' Roundtable
70 Corporate Governance Structure
83 Board of Directors and Audit and Supervisory Board Members
85 Risk Management
87 Security

Data

- 89 Financial Highlights
91 Future Financial Highlights
93 Commitment and Recognition
94 Editorial Policy

03 Message to Our Stakeholders



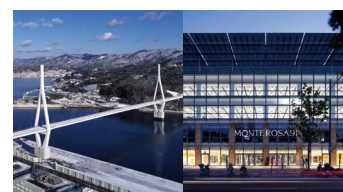
Enhancing corporate value by accelerating our transformation into a digital services company through driving profit growth in Office Services

11 Interview with the CFO



Completing the Corporate Value Improvement Project and charting a course to sustainable growth and a 10% ROE

31 Customer Highlight



Creating value as a digital services company to help transform customers' Work

35 Employee Highlight



Showcasing individuals at the heart of Ricoh's transformation

65 Outside Directors' Roundtable



Driving Ricoh's transformation through open and lively discussion