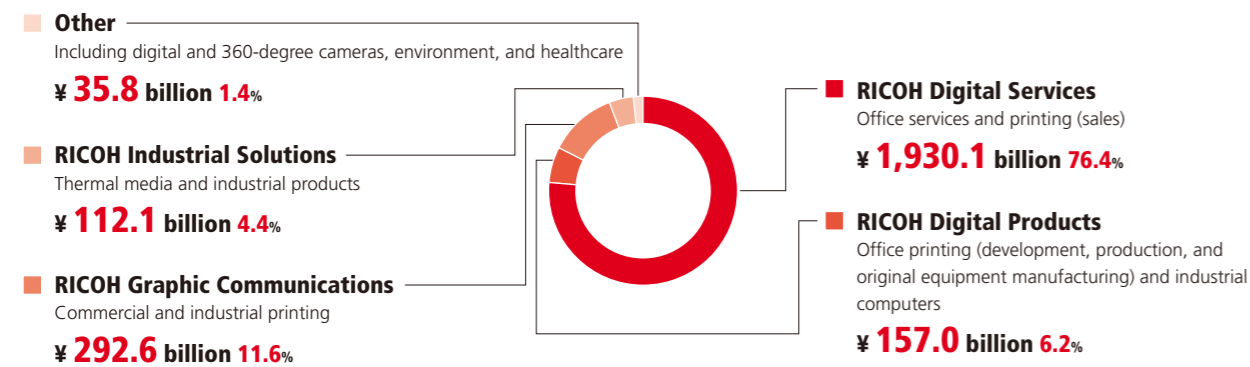


Ricoh by the Numbers

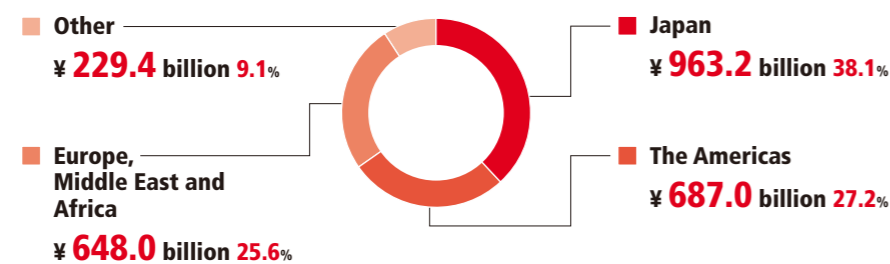
Unless otherwise noted, this information is based on data for the fiscal years ended March 31, 2024 and 2025.

Total assets ¥ 2,357.1 billion	Consolidated sales ¥ 2,527.8 billion	Operating profit ¥ 63.8 billion	
Research and development expenditure ¥ 95.0 billion	Return on equity 4.4 %	Return on invested capital 3.2 %	Total return ratio 163.4 %

Sales by business segment (to external customers)



Sales by geographic area



Business areas (countries and regions)

Around **200**

Global customer base

Around **1.4** million companies

Ratings S&P Global Ratings Long-term bonds: BBB	Human capital Number of Group employees 78,665	Sustainability Renewable energy ratio 43.2 %
Rating and Investment Information Long-term bonds: A+	Number of people with Ricoh Digital Skills Level 2 or above (Japan) 4,658	Virgin materials usage ratio 78.3 %
External assessments of ESG Included in the Dow Jones Sustainability World Index for 5 straight years	Female-held managerial position ratio Global 17.2 % Japan 8.4 %	Sales from businesses that resolve social issues Creativity from Work ¥ 1.06 trillion Community and Social Development ¥ 28 billion Zero Carbon Society and Circular Economy ¥ 410 billion

Market position

Positioned in Gartner Magic Quadrant for Document Management (in December 2024)
One of 15 companies*1

Positioned in Gartner Magic Quadrant for Outsourced Digital Workplace Services (in March 2025)
For the 5th consecutive year*2

IDC's ranking of Ricoh's Global Market Share of A3 MFPs (Q1 2025)
Ranked 2nd, at 17%*3

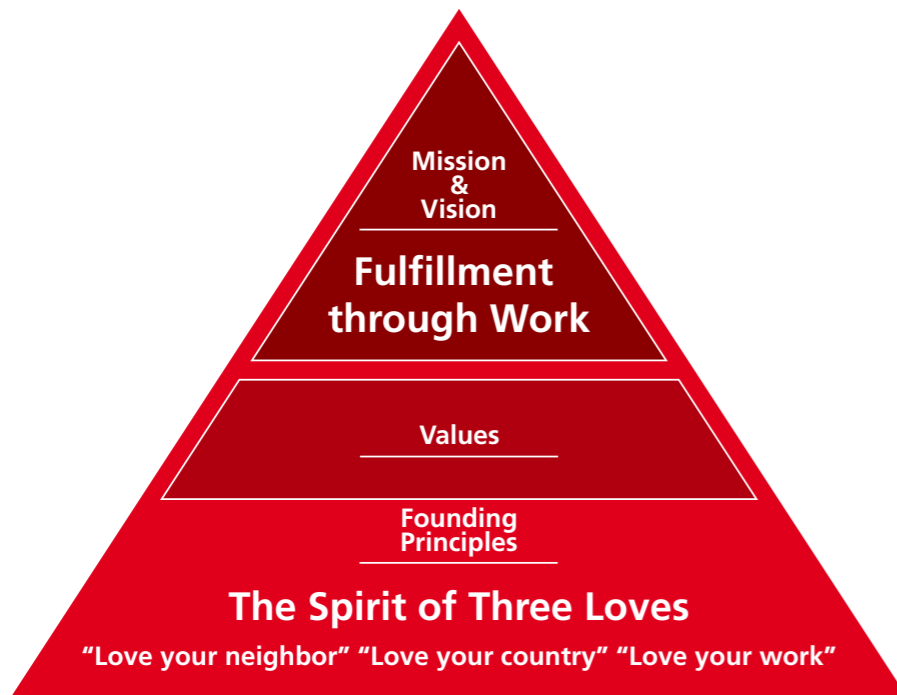
J.D. Power
Color Laser Printer
Customer satisfaction survey (7th consecutive year, in September 2024)
Server Maintenance Service
Customer satisfaction survey (10th consecutive year, in November 2024)
1st place
japan.jdpower.com/awards

In SCN Top 50 Systems Integrators list by U.S. publication System Contractor News (in December 2024)
Ranked 3rd*4

*1 Source: Gartner®, Magic Quadrant™ for Document Management, Tim Nelms et al., 18 December 2024 <https://www.gartner.com/doc/reprints?id=1-2JEA7CB9&ct=241119&st=sb>
*2 Source: Gartner®, Magic Quadrant™ for Outsourced Digital Workplace Services, Karl Rosander et al., 24 March 2025
The 2022 report was titled "Magic Quadrant for Outsourced Digital Workplace Services" (ODWS), which replaced three regional (North America, Europe, and Asia/Pacific) Magic Quadrants for Managed Workplace Services in 2021.
GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally, and MAGIC QUADRANT is a registered trademark of Gartner, Inc. and/or its affiliates and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. The Gartner content described herein (the "Gartner Content") represents research opinion or viewpoints published, as part of a syndicated subscription service, by Gartner, Inc. ("Gartner"), and is not a representation of fact. Gartner Content speaks as of its original publication date (and not as of the date of this Integrated Report), and the opinions expressed in the Gartner Content are subject to change without notice.
*3 Source: IDC's WW Quarterly HCP Tracker, 2025Q1, Color Laser MFP/SF DC, A3 Only, Speed Range A4: excl. 91+ ppm Share by Company Year: 2024
*4 Source: System Contractor News <https://www.avnetwork.com/news/scn-top-50-systems-integrators-2024>

Ricoh Way—Our Corporate Philosophy

Since its founding in 1936, Ricoh has supported the world of “working” while staying close to its customers. Our self-driven employees create new value, supporting the joy of our customers in their work through that value. Feeling the joy of our customers transforms into the joy of our employees, driving further value creation. By expanding Fulfillment through Work, we aim to contribute to a sustainable society that balances job satisfaction with economic growth.



Founding Principles

The Spirit of Three Loves

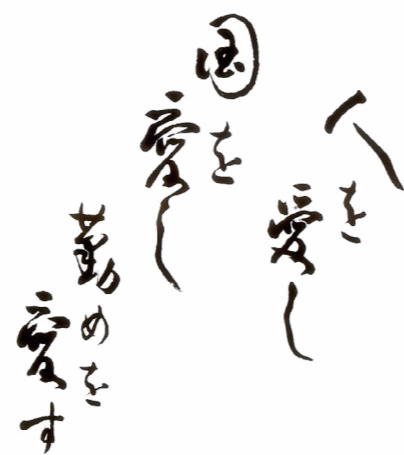
“Love your neighbor” “Love your country” “Love your work”

Kiyoshi Ichimura formulated the Ricoh Group’s Founding Principles in 1946.

They inform how we do business, encouraging us to constantly improve and contribute to the well-being of all stakeholders, including our families, customers, and society at large.



Kiyoshi Ichimura, Founder (1900–1968)



Mission & Vision

Fulfillment through Work

At Ricoh, 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.

Work can be incredibly fulfilling when you overcome a challenge.

Fulfillment through Work. This core principle is embodied in the Spirit of Three Loves that has been at the heart of Ricoh’s business since the company was established in 1936.

We truly understand how people, workplaces, and workflows are interconnected. We transform work to release people from the tedium of repetitive tasks so they can better communicate their thoughts and unleash their creativity and potential.

Ricoh wants to enable people to derive satisfaction and accomplishment through what they can achieve. The future that lies beyond the transformation is a sustainable society where job satisfaction and economic growth are in harmony.

We will all contribute to a future that achieves our vision of Fulfillment through Work.

Values

The seven values we cherish guide the everyday decisions and actions of Ricoh Group employees.

CUSTOMER-CENTRIC	Act from the customer’s perspective
PASSION	Approach everything positively and purposefully
GEMBA	Learn and improve from the facts
INNOVATION	Break with the status quo to create value without limits
TEAMWORK	Respect all stakeholders and co-create value
WINNING SPIRIT	Succeed by embracing challenges through courage and agility
ETHICS AND INTEGRITY	Act with honesty and accountability

Ricoh's Evolution into a Digital Services Company

Ricoh advocated the Office Automation (OA) concept in 1977. We have since helped transform how our customers work by focusing on Office Printing solutions such as copiers and multifunction printers (MFP). We are leveraging our established customer base, customer touchpoints, and intellectual property to deliver unique services that support digital transformations in workplaces globally.



Use this QR code to peruse Ricoh's Company History

Ricoh's Evolution



~1989 Grows as an OA manufacturer, mainly in the domestic market

After entering the office equipment market in 1955, supplies copiers, fax machines, word processors, and other OA equipment. In 1977, is the first in the industry to advocate OA, helping to streamline office work and enhance productivity.



The Ricopy 101, Japan's first desktop diazo-wet copier to integrate exposure and development

1990~ Pursues digitalization and expands global sales channels

Spearheads the transition from analog copiers to digital MFPs and drives networking and color capabilities. Strengthens direct sales by acquiring sales channels in Europe and the United States, expanding global sales and support structure.



Color copying and printing

2000~ Expands IT services and communications businesses

Helps streamline workflows by providing seamless IT services covering everything from planning and building infrastructure to operational management. Supplies devices and services that simplify communication.



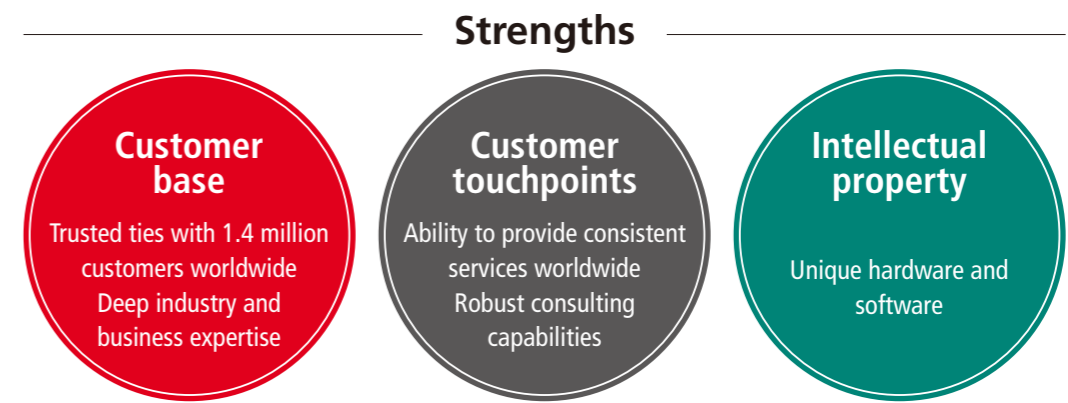
Fosters communication and collaboration through images, video, and audio

2020~ Starts evolving into a digital services company

Strengthens support for digitalizing workplaces, focusing on such areas as Process Automation and Workplace Experience. Deploys digital services that enhance productivity and creativity.



Digital Buddy supports sales through conversation



Evolves Business Model and Cultivates Strengths

Establishes after-sales revenue model for Office Printing, mainly in Japan

As a leading copier manufacturer, expands installed base primarily in the domestic market. Establishes a business model that generates revenue through maintenance services and consumables, building sales and a service network across all prefectures in Japan.

Takes successful business model abroad by acquiring channels

Bolsters the direct sales channel for Office Printing overseas and expands sales and a service network worldwide. In Japan, builds sales and support for IT offerings and enters the Office Services field. Leads shift toward digital, color, and networked copiers.

Provides services globally by acquiring service providers

Strengthens ability to provide IT and communication services through such acquisitions. Expands Managed Services.

Drives digitalization worldwide to support diverse work styles

As a workplace service provider, supports digitalization by combining devices and services. Expands the recurring revenue business from Office Printing and Office Services. Provides integrated high-quality services worldwide.

