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About the Ricoh Group Integrated Report 2026

In the first year of Mid-Term Strategy ’26, we have made the following key improvements based on feedback from investors and other stakeholders on last year’s report, as well as insights gained through ongoing engagement activities.

1 We provide a more concrete picture of the vision set out in Mid-Term Strategy ’26 and the growth story for achieving it

2 We use KPIs and concrete examples to clarify how we are strengthening execution, as well as our business and functional strategies, to achieve ROE above 10%

Based on these considerations, we identified the following three key points of this report.

The growth story under Mid-Term Strategy ’26 and stronger management execution capabilities

The vision set out in Mid-Term Strategy ’26, as well as the growth story and commitments to achieve it, are discussed in Message from the CEO, Message from the CSO, and Interview with the CFO. Regarding the achievement of ROE above 10%, we explain how management creates value and strengthens execution capabilities, while also introducing the concrete initiatives we are implementing.

Regional and business strategies and priority initiatives to achieve ROE above 10%

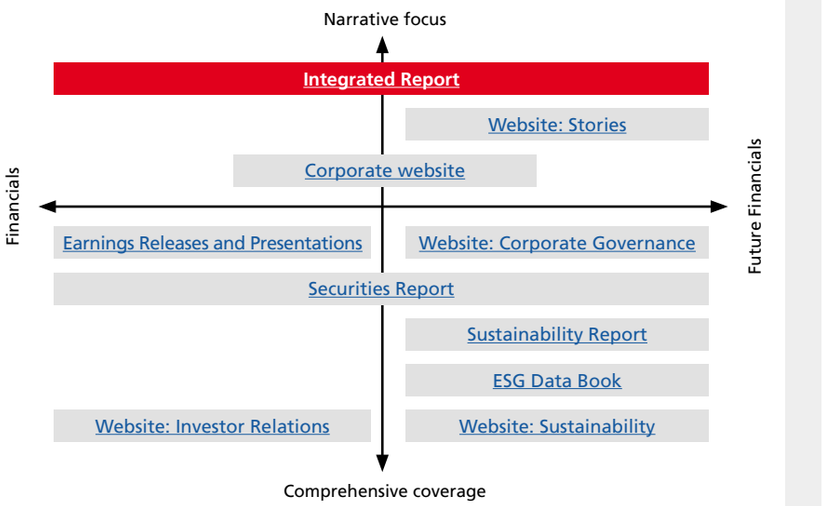
Based on the matrix organization introduced under Mid-Term Strategy ’26, we explain our regional and business strategies in a coherent narrative, outlining our understanding of the challenges and the key initiatives we are pursuing. We also explain, through our value creation process and business model, the mechanisms for driving medium- to long-term growth and expanding recurring earnings based on Mid-Term Strategy ’26.

Human capital and governance that support the enhancement of corporate value over the long term

The Human Capital Strategy section introduces initiatives to develop and empower our people as a key management foundation for executing Mid-Term Strategy ’26. The “Discussion with Outside Directors” section features a discussion of the challenges identified through a review of the 21st Mid-Term Management Strategy and the role of the Board of Directors under Mid-Term Strategy ’26. The discussion also addresses how insights gained through dialogue with capital markets are reflected in management, and how KPI-based monitoring and strategy verification help enhance execution capabilities. The Outside Directors also explain their involvement in reforms to the execution framework and incentive systems that support strategy implementation and the enhancement of corporate value.

Disclosure Framework

Centered on the growth story of Mid-Term Strategy, the Ricoh Group presents its story for enhancing corporate value over the medium to long term in the Integrated Report; material factual information, including its financial position and risks, in the Securities Report; and its ESG strategies, initiatives, and performance in the Sustainability Report. For more detailed and timely information, please see the various websites indicated below.



For more details, please refer to Guide to Ricoh’s Disclosure Materials

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. This report accurately reflects the situation of the Ricoh Group. I hope this report helps a wide range of stakeholders better understand the Ricoh Group’s initiatives for sustainable growth and the realization of a sustainable society.

Takashi Kawaguchi
Director, Executive Corporate Officer and CFO