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 where job satisfaction and economic growth are in harmony.

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation

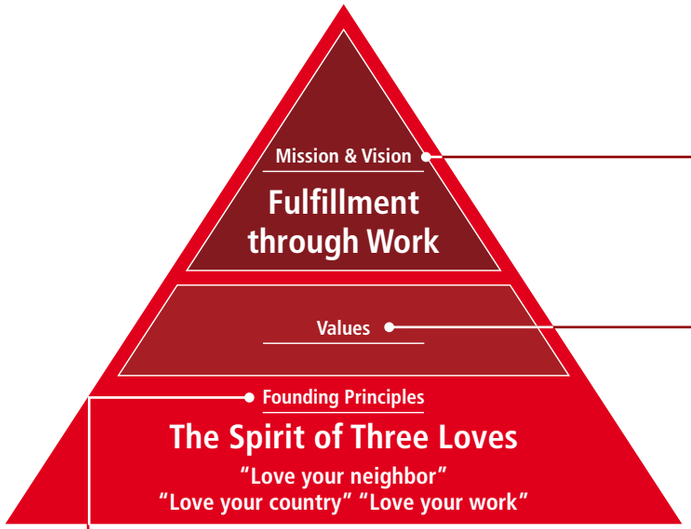
- Ricoh Way —Our Corporate Philosophy
- Ricoh by the Numbers
- History
- Business Overview

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

Sustainability and Management Foundation

Data



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.

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)

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 by the Numbers

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation
- Ricoh Way —Our Corporate Philosophy
- Ricoh by the Numbers
- History
- Business Overview

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

Sustainability and Management Foundation

Data

* Unless otherwise noted, this information is based on fiscal 2025 data or data as of March 31, 2026.

Key Financial Indicators

Consolidated sales
¥ 2,608.3 billion

Operating profit
¥ 90.7 billion

Return on equity
5.1%

Return on invested capital
4.0%

Total return ratio
40.9%

Market Position

DocuWare recognized as one of **Challengers** in Gartner® Magic Quadrant™ for Document Management*1 (in April 2026)

In SCN Top 50 Systems Integrators list by U.S. publication System Contractor News (in December 2025)
Ranked 4th*2

IDC's ranking of Ricoh's Global Market Share of A3 MFPs (Q1 2026)
Ranked 2nd, at 16%*3

Recognized as **Global Leader** in the IDC MarketScape for sustainability programs and services in the hardcopy sector*4 (in June 2026)

Recognized as **Global Leader** by IDC
Laser production printer (in March 2026)*5
High-speed inkjet sector (in February 2026)*6

Becoming an Integrator of the Customer's Workplace

Recurring earnings from Workplace Services
+8% YoY

Number of customers acquired (GMA*)
Over 700 companies

Ricoh Digital Skills Level 2 or higher rated employees (Japan)
6,811

* GMA (Global Major Account): A major multinational customer

Sustainability Indicators

Ratings

S&P (Standard & Poor's)
Long-term bonds: BBB

R&I (Rating and Investment Information)
Long-term bonds: A+

Human Capital

Number of Group employees
75,635

Women in managerial positions
Global 18.1%
Japan 9.4%

Environment

GHG reduction rate
Scope 1 and 2
65.4%
Scope 3
42.6%

Renewable electricity usage ratio
55.7%

*1 Source: Gartner®, Magic Quadrant™ for Document Management, Tim Nelms et al., April 28, 2026
GARTNER and MAGIC QUADRANT are trademarks of Gartner, Inc. and its affiliates. Gartner does not endorse any company, vendor, product or service depicted in its publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner publications consist of the opinions of Gartner's business and technology insights organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this publication, 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.
*2 Source: System Contractor News https://www.avnetwork.com/news/scn-top-50-systems-integrators-2025
*3 Source: IDC's WW Quarterly HCP Tracker, 2026Q1, Color Laser MFP/SF DC, A3 Only, Speed Range A4: excl. 91+ ppm Share by Company Year: 2025
*4 Source: IDC MarketScape: Worldwide Sustainability Programs and Services Hardcopy 2026 Vendor Assessment, IDC #US54139426, June 2026
*5 Source: IDC MarketScape: Worldwide Laser Production Printers 2026 Vendor Assessment, #EUR154121926, March 2026
*6 Source: IDC MarketScape: Worldwide High-Speed Inkjet 2025 Vendor Assessment, IDC #US52990625, December 2025

History

90 Years of Supporting the Evolving World of Work

90th ANNIVERSARY

Ricoh advocates Office Automation (OA) in 1977, and since then has continued to help improve customers' operational efficiency and productivity through digital technologies and services. The regions in which we deliver value also expand globally.

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation

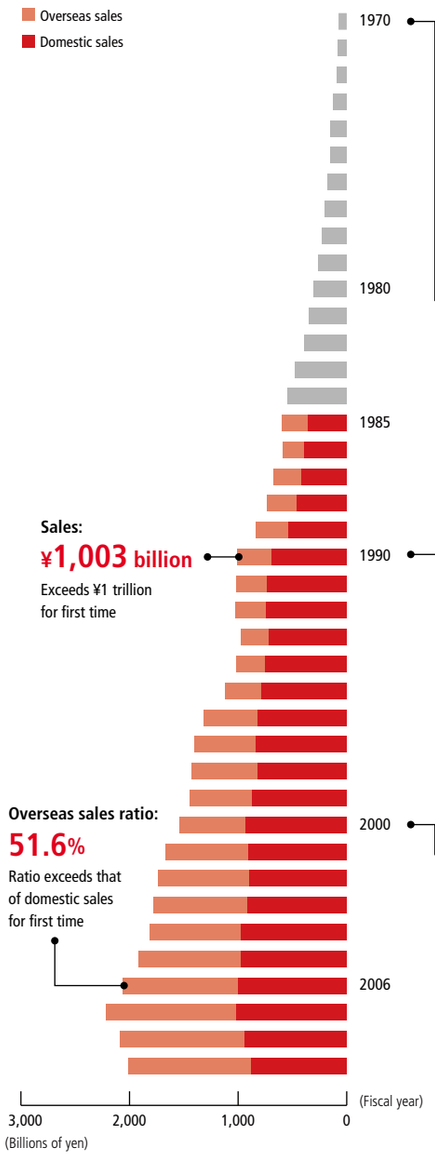
- Ricoh Way —Our Corporate Philosophy
- Ricoh by the Numbers
- History
- Business Overview

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

Sustainability and Management Foundation

Data



1936 Kiyoshi Ichimura founds Riken Kankoshi Co., Ltd., a company that manufactures and sells sensitized paper.

1946 Formulates The Spirit of Three Loves

1950 **Enters office equipment sector**
In 1955, the company enters the office equipment sector, ushering in a revolution in the streamlining of office work.



1955
Ricopy 101
Desktop diazo-wet copier



1965
Ricopy BS-1
"Copy Anything" wet EF (electrophotographic) copier

1970 **Advocates Office Automation concept**
In 1977, Ricoh became the first in the industry to advocate the Office Automation (OA) concept.

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

Changes in the way people work

- From handwriting to word processing



1973
RIFAX 600S
World's first high-speed digital fax machine for general office use



1975
RICOPY DT1200
Best-selling model that pioneers plain-paper copying

- One PC per person

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, thereby expanding its global sales and support structure.

Expands the successful business model overseas by acquiring sales channels



1996
Aficio MF200
Compact and affordable digital multifunction printer



2003
Aficio G707
Gel-jet (inkjet) printer for office use

- More color content
- Increasing use of the Internet

2000 **Expands service business**
Provides IT services and various devices that support work style transformation.

Provides services globally by acquiring service providers



2008
RICOH Pro C900
Digital color printer for Commercial Printing
Ricoh enters the color Print-On-Demand market.
* POD (Print On Demand): Print only the number of copies you need, when you need them



2011
Launches the visual communication business

- High-speed, high-capacity communications
- Progress toward paperless offices



2012
MH series high-resolution inkjet heads for industrial applications



2013
RICOH THETA
360-degree camera

History

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

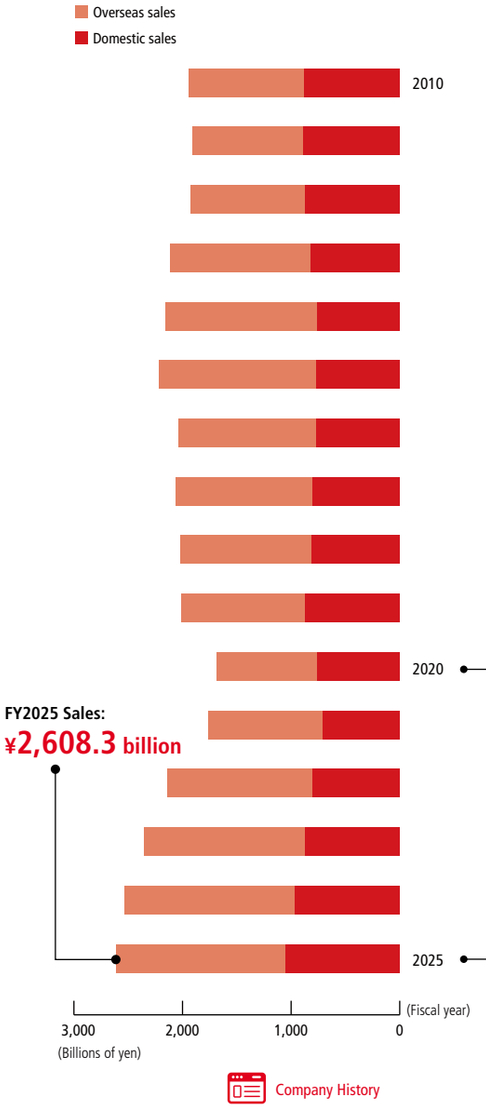
Origin of Value Creation
- Ricoh Way —Our Corporate Philosophy
- Ricoh by the Numbers
- History
- Business Overview

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

Sustainability and Management Foundation

Data



Company History

Drives digitalization worldwide to support diverse work styles

2020 Evolves into a digital services company

Ricoh supports customers in unleashing their creativity by improving organizational productivity and revitalizing collaboration through the use of digital tools and business process improvements. Acquires digital service capabilities globally through M&A.

Aims to become the leading global integrator of the customer's workplace 2026

Ricoh helps customers achieve competitive advantage and differentiation by integrating products, services, and software —both our own and third-party—based on a deep understanding of our customers.

Fulfillment through Work

Ricoh aims to be an integrator that supports customers' constantly evolving workplaces, helps people unleash their creativity at work, and works closely with customers locally to co-create value.

Printing

Office Printing, including multifunction printers, and Commercial and Industrial Printing

2022
PFU joins Ricoh (Japan)
Provides hardware, software, and IT services spanning document capture, security, document management, and infrastructure solutions.

- Widespread adoption of remote work
- Acceleration of DX

2023
Ricoh releases **A3 color MFPs** incorporating 50% recycled materials and enhanced environmental performance.



- AI permeates every field

2023
Ricoh releases **the RICOH Pro Z75** sheetfed inkjet printing system for B2-size paper



2024
ETRIA is established, a joint venture with Toshiba Tech

2025
Oki Electric Industry joins ETRIA, launching the new ETRIA

WE
Workplace Experience

Ricoh builds and operates workplaces and provides spaces and services that foster creativity.

2017
Launches RICOH Spaces (U.K.)
Provides services that enable seamless communication and high-quality collaboration, creating optimal work environments for customers. Expands to the U.S. and Japan.

2020
DataVision joins Ricoh (Germany)

2022
Pure AV joins Ricoh (U.K.)

2022
AVC joins Ricoh (Denmark)

2022
Cenero joins Ricoh (U.S.)
Provides managed audiovisual services that support modern workplace collaboration.

2023
Videocorp joins Ricoh (Chile, Peru)

2026
Ricoh Japan offers "RICOH AV Managed Services" (Japan)

2026
Global Vision Multimedia Group joins Ricoh (Singapore)

PA
Process Automation

Ricoh offers services that boost productivity and strengthen competitive advantage through automation of business processes.

2019
DocuWare joins Ricoh (Germany)
Develops and sells cloud-based and on-premises content services platform solutions that support document management and workflow automation. Expands worldwide.

2021
Launches **"AI for Work"** utilizing natural language processing technology. (Japan)

2022
Invests in Cybozu (Japan)

2022
Axon Ivy joins Ricoh (Switzerland)
Provides platforms and applications that support business process automation.

2023
DocuScan joins DocuWare (Germany)

2023
natif.ai joins DocuWare (Germany)
Provides document automation and classification technologies powered by AI and OCR.

2026
The RICOH On-Premises LLM Starter Kit, which supports generative AI utilization, receives the 2025 Nikkei Excellent Products and Services Award — Grand Prize. (Japan)

Business Overview

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation
- Ricoh Way —Our Corporate Philosophy
- Ricoh by the Numbers
- History
- **Business Overview**

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

Sustainability and Management Foundation

Data

We provide products and services that support the way our customers work, helping contribute to a sustainable society where work fulfillment and economic growth go hand in hand.



Workplace Services

IT Services, Process Automation, and Workplace Experience

Value provided

Unleashing people's creativity by optimizing business processes, using AI, and providing workspaces and collaboration environments



Workplace Experience (WE)
RICOH Spaces
A space management platform that helps people perform at their best

Putting people at the heart of innovation: The story behind the creation of RICOH Spaces

Process Automation (PA)
DocuWare
A cloud-based document management and workflow automation solution that helps enterprises manage documents and streamline business processes

DocuWare and AI Transforming the World of Work by Leveraging Digital Technology to Streamline Corporate Business Processes

Digital Products

Office Printing (development, production, sales, and OEM), scanners, and electrical units

Value provided

Edge devices that connect people
Manufacturing that supports digital services



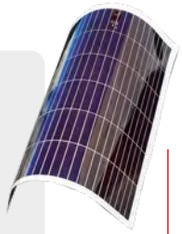
Office Printing
A3 color MFPs
Seamlessly connecting analog and digital workflows to promote the use of data and AI

Graphic Communications

Commercial Printing, Industrial Printing, and inkjet functional printing

Value provided

Solving challenges faced by people working at printing frontlines



Inkjet functional printing
Perovskite solar cells
Contributing to a zero-carbon society through low-cost production using inkjet technology

Commercial Printing
Advancing the digital transformation of printing operations and reducing carbon footprints by shifting from offset printing to digital printing



Industrial Solutions

Thermal and Industrial solutions

Value provided

Solving challenges faced by people working in the manufacturing, logistics, and industrial frontlines



Thermal
On-demand Direct Printing
Thermal Media
Reducing material use and improving productivity by enabling variable printing directly on packaging for food and other products, without the need for consumables

Others

SmartVision, digital cameras, and drug discovery support

Value provided

Creating new businesses that help resolve social issues



SmartVision
RICOH360
Digitizing every space in 360 degrees to improve business efficiency