CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

- Integration Marketing Strategy
- Regional Strategies
  - Japan
  - EMEA
  - North America
  - Asia Pacific
  - Latin America
- Business Strategies
  - Software
  - Digital Products
  - Graphic Communications
  - Industrial Solutions
  - AI Services Business
- Technology, Intellectual Property, and Digital Strategies

Sustainability and Management Foundation

Data

Business Strategies and Growth Drivers



To strengthen customer-centric value delivery, Ricoh has introduced a matrix management structure combining its regional sales and service companies with its business units.
This chapter highlights Ricoh's growth drivers, including the role of the Integration Marketing Division, established under Mid-Term Strategy '26; as well as initiatives across our global regions and our business strategies. It also covers our technology and intellectual property strategy and our digital strategy.

Integration Marketing Strategy

CONTENTS

About the Ricoh Group
Integrated Report 2026
Contents

Origin of Value Creation

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

- Integration Marketing Strategy
- Regional Strategies
  - Japan
  - EMEA
  - North America
  - Asia Pacific
  - Latin America
- Business Strategies
  - Software
  - Digital Products
  - Graphic Communications
  - Industrial Solutions
  - AI Services Business
- Technology, Intellectual Property, and Digital Strategies

Sustainability and Management Foundation

Data

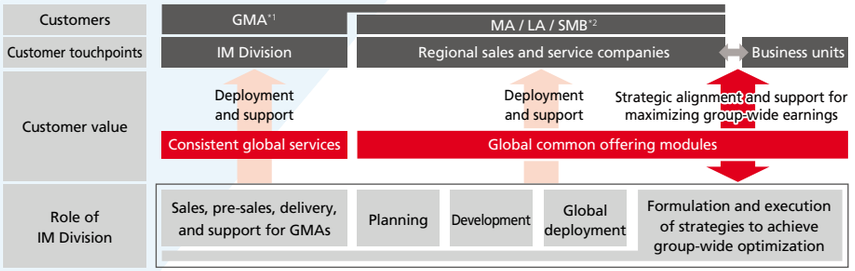
Advancing Group-Wide Optimization and Value Creation through One Ricoh



Kazunori Kobayashi
CMO
General Manager of Integration Marketing Division

Message from the General Manager

In Mid-Term Strategy '26, we shifted to a group-wide management structure based on a matrix organization combining regional sales and service companies with businesses. Under this new structure, the Integration Marketing (IM) Division was established as a core function that works across regional sales and service companies, businesses, and corporate functions to drive value creation from a One Ricoh perspective. Its primary responsibility is to maximize group-wide earnings through matrix management. As a workplace integrator, we will expand the use of common offering modules to provide consistent services to customers operating globally. At the same time, in each region, we will combine our own and third-party offerings to support everything from proposing the optimal offerings to implementation. By combining a group-wide optimization perspective with flexible responses tailored to each region and customer, we will simultaneously improve the Ricoh Group's efficiency and profitability and maximize customer value.



*1 GMA (Global Major Account): A major multinational customer
*2 MA (Major Account): A large and strategically important customer; LA (Large Account): a large customer; SMB (Small- and Medium-sized Business): a small- or medium-sized business customer

Expansion of Common Offerings and Strengthening of Capabilities

With a focus on the Workplace Experience domain, which supports the creation of environments conducive to creativity, and the Process Automation domain, in which tasks are reduced through automation and optimization of business processes, we will work to expand common offerings and accelerate their global deployment. For example, depending on the customer's required service level, we provide globally consistent AV managed services through remote, on-site, or hybrid delivery models. This minimizes downtime and ensures the stable operation of meetings and collaboration environments, thereby enhancing customer value and expanding recurring earnings. In addition, to enhance our service delivery, including AV integration, we are building our global delivery capabilities through acquisitions and partnerships, expanding our offering scope, and strengthening our capabilities as an integrator providing consistent global services.

GMA Strategy

In the GMA market, customers are increasingly seeking standardized, end-to-end services from a single global provider rather than managing multiple suppliers. Ricoh has a broad portfolio that covers office printing, Workplace Experience, Process Automation, and IT services. Moreover, with our global sales and service structure, we are one of the few providers capable of delivering consistent services worldwide through a truly global sales and service network. GMAs are an important customer segment driving the Ricoh Group's growth. GMA sales have shifted to a recovery trend and continued to grow steadily as the share of Workplace Services increases, while significant untapped areas remain, offering further growth potential. Going forward, we will strengthen our approach to new customers and deepen our customer base through cross-selling to existing customers and expanding service delivery locations. By increasing our share of each existing customer's business through these efforts, we will further deepen co-creation activities with them and enhance our ability to help resolve issues and create value.

GMA Market Opportunities



* Based on Ricoh data
*1 The number of companies with 3K+ employees; 3+ countries, min. 1K employees in 1 country
*2 The number of companies selected based on geography, portfolio, digital maturity, and global governance criteria

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CONTENTS

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Integrated Report 2026
Contents

Origin of Value Creation

Management Strategy and Value Creation Story

Business Strategies and Growth Drivers

- Integration Marketing Strategy
- Regional Strategies
  - Japan
  - EMEA
  - North America
  - Asia Pacific
  - Latin America
- Business Strategies
  - Software
  - Digital Products
  - Graphic Communications
  - Industrial Solutions
  - AI Services Business
- Technology, Intellectual Property, and Digital Strategies

Sustainability and Management Foundation

Data

Examples of Value Creation in the GMA Market

Shaping the Future of the Workplace —The Value of Expanding Global Services

We have provided Managed Print Services and document solutions on a global scale to a major manufacturing customer headquartered in Europe operating globally. By maintaining the stable operation of around 10,000 devices, including multifunction printers, across regions and consistently providing high-quality services, we have built a foundation of long-standing trust.



Patrick Vogt
Director
Global Major Account Sales
Region Central
Ricoh Global Services

[The Challenge]
One such customer was facing inefficient workplace operations and increased administrative workload due to a globally dispersed supplier structure. Because supplier operating standards differed by region, service quality varied, and the customer encountered challenges with cost visibility and optimization. In addition, limited company-wide standardization and governance made it difficult to ensure consistency in security, compliance, and sustainability measures, which posed a management concern. Furthermore, given the risk of increased administrative costs associated with managing multiple suppliers, the customer sought a single global partner capable of delivering centralized governance and management.

[Solutions and Benefits]
In addition to our track record in the printing domain, we proposed broader and more integrated services, including AV managed services for conference rooms and globally standardized IT services. Ricoh's standardized global delivery system and reliable operational capabilities in each region were highly valued, leading to our selection as a global partner. Our support has since expanded to encompass AV equipment operation in approximately 3,000 meeting rooms, Business Process Services, and IT services, thereby achieving integrated operations, greater consistency in service quality, and cost optimization. Building on the trust cultivated over many years, we combine standardized global operations with strong execution capabilities at regional bases to continuously support the work environments of the customer on a global scale.

Examples of Value Creation in the GMA Market

Advancing Digital Transformation at Frontline Workplaces Together with Customers —The Evolution of "Work" Is Born from Co-creation

We are partnering with a major logistics customer, with whom we have a long-standing relationship in the printing domain, to create new value. As a partner supporting their digitalization efforts, we are working closely with them to address frontline challenges and broaden these initiatives to transform business operations using solutions such as DocuWare, commercial printing, and smart lockers.



Alexander Wenge
Global Account Director
Region Central
Ricoh Global Services

[The Challenge]
At the customer's distribution center, over 80,000 delivery slips were processed manually each year, creating a need to redesign operational processes. Also, at another site, delays in printing delivery slips became a bottleneck for overall shipments. Furthermore, at the distribution center, the customer lacked sufficient visibility into the number and condition of handheld scanners in use, which meant dealing with lost or malfunctioning equipment had become a challenge.

[Solutions and Benefits]
By introducing DocuWare, we built a digital workflow combining scanning and automatic data extraction, which reduced processing time by 75%. Employees were able to shift to higher-value tasks, contributing to higher work quality and a lighter workload. Furthermore, by shifting delivery slip printing to commercial printing machines, print wait times and output-related issues decreased significantly. This improved the speed and stability of the entire supply chain. The introduction of smart lockers automated the tracking of handheld scanner issuance and returns, providing real-time visibility into asset utilization and equipment status. Non-return alerts and automatically generated support tickets for equipment failure reports have improved asset management accuracy and significantly enhanced operational efficiency at frontline workplaces. These initiatives streamlined the critical areas that support on-site operations, namely, data processing, output environments, and facility management, helping to transform business processes. This collaboration with the customer embodies our Mission and Vision, "Fulfillment through Work." Going forward, we will continue to leverage technology from a frontline perspective to create new value together with the customer.