Business Strategies Software

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Sustainability and Management Foundation

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Bolstering Profitability and a Growth Foundation by Establishing a Software Services Business That Combines Stability and High Quality to Support Business Transformation in the AI Era



Michael Berger
Co-President, Product and Operations,
RICOH Software Business Unit

Focus Areas for Fiscal 2026

1. Promote business automation and improve processing accuracy based on AI utilization
2. Strengthen operational management and quality control to minimize risk of business interruptions for customers
3. Globally deploy standardized business processes and service infrastructure

Maximizing the Value Provided through Region-Specific Sales and Channel Strategies to Accelerate Global Business Growth



Sanae Endo
Co-President, Commercial,
RICOH Software Business Unit

Focus Areas for Fiscal 2026

1. Optimize sales models and channel strategies according to regional characteristics
2. Strengthen service capabilities through collaboration with the Ricoh Group and partners
3. Expand business portfolio by focusing on and expanding competitive areas

Key KPIs under MTS'26 and Fiscal 2026 Targets	Software business (mainly DocuWare) sales growth* +19% * Year-on-year sales growth excluding foreign exchange impact

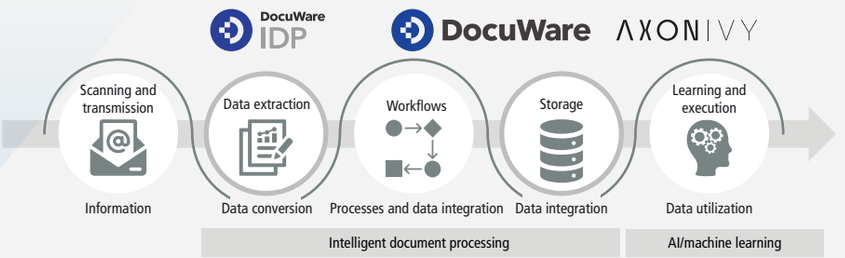
Our medium- to long-term goal is to integrate AI into the service infrastructure that supports customer data and business processes, improve productivity and create added value, and become an indispensable partner that supports customer operations and continuous value creation.

To achieve this, we need to evolve from providing standalone products to offering integrated value and solutions. In addition, strengthening our global deployment capabilities, expanding partner collaboration, and responsibly implementing rapidly advancing AI technology are also key challenges.

To tackle these challenges, we will work on: (1) strengthening and expanding our existing portfolio; (2) bolstering our capacity to address customer issues with an integrated service infrastructure; and (3) enhancing our deployment capabilities through more advanced channels and expanded partnerships. We will also create further added value through AI implementation.

By continuously delivering essential value to customer operations through these initiatives, we aim to enhance customer retention rates and achieve sustainable growth in recurring earnings. We will also balance growth investments with disciplined management, contributing to the ongoing improvement of ROIC and corporate value.

Main Products by Segment



Market Position of Main Products

DocuWare

"Gartner defines document management as the tools and practices used to capture, store, process and deliver documents and information in support of personal, team and enterprise needs."

DocuWare is one of 16 companies listed in the Gartner Magic Quadrant for Document Management.*1

Axon Ivy

QKS defines the intelligent process orchestration market as the domain of providers equipped with the capabilities to automate business operations by integrating systems, people, and AI.

Axon Ivy has been selected as both a Technology Leader and Ace Performer in this field.*2

*1 Source: Gartner®, Magic Quadrant™ for Document Management, Tim Nelms et al., 28 April 2026 (disclaimer on P.4)
*2 Source: QKS Group, SPARK Matrix™: Intelligent Process Orchestration (IPO), 2025, Apoorva Dawalbhakta et al., 29 August 2025

Business Strategies Software

Risks, Opportunities, and Our Responses

	Risks (R) / Opportunities (O)	Responses
R	Erosion of competitive advantage amid rapid AI evolution	Enhance customer value through continuous technology investment and differentiation based on responsible AI implementation
R	Intensified competition due to the entry of major platform providers	Focus on differentiated areas and strengthen customer-focused proposal capabilities
O	Stronger demand for advanced business operations driven by accelerated DX and AI adoption	Expand solution offerings tailored to customer issues by strengthening the service infrastructure that integrates our existing portfolio
O	Stronger demand for integrated solutions due to growth in the IDP (intelligent document processing) and BPM (business process management) markets	Capture demand through enhanced business proposals tailored to regional and customer needs

Fiscal 2025 Review

We demonstrated the growth potential of the software business through growth in cloud services and recurring earnings. In addition, integrated solution offerings combining our software IP were launched as a concrete project, and progress was also made on expanding our customer base and partner network. At the same time, we recognize the need to further strengthen the standardization of integrated proposals, build globally replicable deployment models, and accelerate the commercialization of AI-driven solutions. We have positioned these as key issues for the next stage of growth.

Fiscal 2026 Challenges and Initiatives

We will accelerate the shift from standalone product offerings to integrated solution offerings by strengthening our portfolio and service infrastructure. We will strengthen global deployment by enhancing channels and expanding partner collaboration. To support higher productivity and added value creation for our customers, we will expand applications for customer operations through appropriate AI implementation and standardization. This will lead to sustained growth and enhanced corporate value underpinned by growth in recurring earnings.

Customer Case | Automation of Invoicing and Payment Operations at a U.S. Construction Materials Distributor

[The Challenge]

The customer was manually processing large volumes of invoices received by paper and email, which had become a significant burden due to data entry workload, human errors, and reconciliation with order details. In addition, because multiple enterprise resource planning (ERP) systems were being used across the organization, the customer was grappling with delays in processing, complicated progress checks, and a growing number of inquiries.

[Solutions and Benefits]

Ricoh built a platform around Axon Ivy that automates the entire process from invoice receipt to ERP integration by combining DocuWare and AI-powered data extraction and classification functions. Through operational reforms, including the automation of routine tasks other than exception handling, the customer increased processing capacity, reduced labor hours, improved processing speed and accuracy, and gained greater visibility and control over operations.

Customer Case | Faster Retrieval of Food and Beverage Receipts and Revenue Protection at a U.S. Resort Hotel

[The Challenge]

The customer was responding to inquiries from hotel guests about food and beverage spending by searching through paper-based receipts to provide evidence, which led to complaints and sales losses due to slow response times. Because the digitized information was managed separately at different locations, sharing information between locations and providing answers quickly to inquiries had also been problematic, resulting in increased workload and inconsistent levels of customer service.

[Solutions and Benefits]

Ricoh built a platform that integrates PFU scanners with DocuWare to digitize receipts immediately, process them using OCR, and centrally manage the data. This enabled staff at any location to instantly search for and retrieve more than 20,000 supporting documents each week, resulting in quicker response times, prevention of fraudulent claims, and standardization of operations. This system helped improve customer satisfaction and protect revenue.

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Business Strategies

Digital Products

Strengthening Collaboration among Sales, Development, and Production to Maintain and Expand MIF and Create Value



Katsunori Nakata
President, RICOH Digital Products Business Unit

Focus Areas for Fiscal 2026

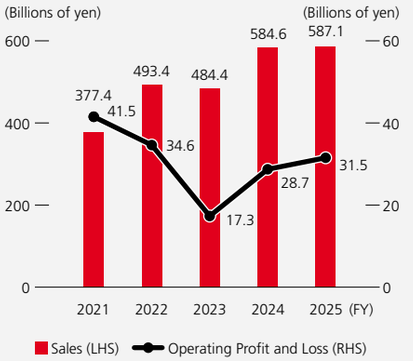
1. Further strengthen the after-sales revenue model in the Office Printing business
2. Expand the services business centered on document scanners
3. Evolve toward an industrial computer business that supports the AI era

Key KPIs under MTS'26 and Fiscal 2026 Targets	• Office Printing partner sales (sales to non-Ricoh brands) ¥105.0 billion • Variable cost reductions: ¥3.5 billion

In Office Printing, we aim to achieve sustained growth by steadily providing highly competitive products and helping improve business value for customers. Amid changes in printing demand due to the adoption of hybrid work and other factors, we consider maintaining and expanding machines in the field (MIF), a key source of revenue, as essential to sustaining and growing our earnings base centered on after-sales maintenance and support. To achieve this, we will shift our focus to sales volume, drive growth in market share, and reinforce MIF management—management and proposal activities aimed at optimizing costs, the installed base, and operations. Furthermore, we will provide highly competitive products in a timely manner through engine development at ETRIA and pursue value creation across the entire product life cycle by transitioning from a linear to a circular economy centered on resource circulation.

To drive growth across the entire segment, we will advance the development of AI-enabled products and services for document scanners. In industrial computers, we will leverage our strengths in rapid product development and flexible production systems to accelerate business growth in response to market changes.

Performance Trend



Progress on Key KPIs Under the 21st MTS and Fiscal 2025 Targets

KPI	FY2025 Targets	Results
Office Printing partner sales (sales to non-Ricoh brands)	¥90.0 billion	¥98.4 billion
Variable cost reductions	¥3.5 billion	¥4.5 billion

Main Products by Segment

Office Printing products
Office MFPs and printers



Document scanners
Commercial and consumer document imaging-related products and services



Embedded computers
Embedded computers and edge devices for industrial sectors



Market Position of Main Products

A3 color MFPs Production volume	Commercial document scanners Market share	Industrial computers Market share
Global No. 1 (ETRIA)	Global No. 1	No. 1 in Japan

* All data based on Ricoh research as of April 2026

Business Strategies Digital Products

Risks, Opportunities, and Our Responses

	Risks (R) / Opportunities (O)	Responses
R	Production and product supply stagnation/delays due to supply chain disruptions caused by geopolitical risks, disasters, and infectious diseases	Ensure multi-site production and inventory, secure multiple suppliers for critical components, and select alternative parts
R	Cost increases and supply concerns due to soaring prices of materials and raw materials such as memory	Strengthen procurement capabilities through collaboration with ETRIA and design products that can utilize alternative parts
R	Decline in printing demand due to the uptake of hybrid work and digitalization of business processes	Strengthen MIF management and also enhance product appeal by harnessing synergies with companies engaged in development with ETRIA
O	Environmental factors are increasingly being reflected in product selection criteria as environmental requirements rise	Leverage the technologies and know-how we have cultivated thus far to differentiate products and services based on environmental value and expand business opportunities

Fiscal 2025 Review

On the sales front, collaboration with non-Ricoh brands steadily expanded and contributed to sales growth. As part of efforts to strengthen our business structure, we reduced variable costs, primarily by lowering material costs, thereby contributing to improved earnings. In addition, synergies in both production and development materialized at ETRIA through the participation of Oki Electric Industry, the optimization of the production system in Japan, and common engine development. This contributed to the steady establishment of a foundation for strengthening competitiveness from product development to production.

Fiscal 2026 Challenges and Initiatives

We will strengthen collaboration between sales and product development to maintain and expand MIF by increasing market share. From a sales perspective, we will work to acquire new customers and reinforce our customer bases in key regions in an effort to boost sales of A3 multifunction printers (MFPs) by securing major deals.

In product development, we will build a highly competitive product lineup in terms of both functionality and cost through engine development at ETRIA. At the same time, we will drive forward the development of circular products designed for recovery, reuse, and recycling, thereby establishing a new source of competitive differentiation.

Topic | ETRIA Adopts Recycled Plastic Materials Jointly Developed in the Office Equipment Industry

As an initiative of the plastic material recycling task force of the Japan Business Machine and Information System Industries Association chaired by Toshio Homma, ETRIA will be the first in the industry to adopt recycled polystyrene (PS) plastic—jointly developed by association member companies and resin compound manufacturers—in certain consumable components for MFPs. The newly developed material contains 90% hybrid post-consumer recycled (PCR) material derived from plastics recovered from office equipment and home appliances. It has also been certified to the UL94* standard. ETRIA aims to help bring about a circular economy through product development based on resource recycling.



* UL94 is an international standard for the flammability of plastic materials used in devices and appliances

Topic | PFU Launches PaperStream AI, a New AI-OCR Service that Instantly Converts a Wide Range of Forms into Data without Template Definitions

PaperStream AI is an AI-OCR service that converts a wide variety of forms into highly accurate structured data simply through scanning, without the need for predefined templates or form-specific settings. By eliminating the definition work and initial setup that have traditionally been barriers to OCR adoption, the service significantly reduces implementation lead times and enables rapid integration into business workflows. The AI-OCR market is expected to continue expanding, and PaperStream AI is well positioned to support a broad range of industries through its ability to process diverse document formats. By providing PaperStream AI, PFU transforms paper-based information into data that can be utilized by AI, helping customers improve and transform their business processes.

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Graphic Communications

Helping Customers Succeed and Contributing to a Sustainable Society by Meeting Digital Printing Needs Worldwide



Koji Miyao
President,
RICOH Graphic Communications Business Unit

Focus Areas for Fiscal 2026

1 Establish our position as a global top brand in commercial digital printing
2 Accelerate growth in the industrial inkjet printhead business
3 Create new businesses through innovation leveraging our strength in inkjet technology

Key KPIs under MTS'26 and Fiscal 2026 Targets	• Commercial printing unit sales growth High-end color cutsheet printers: +10% High-speed inkjet printers: +90%

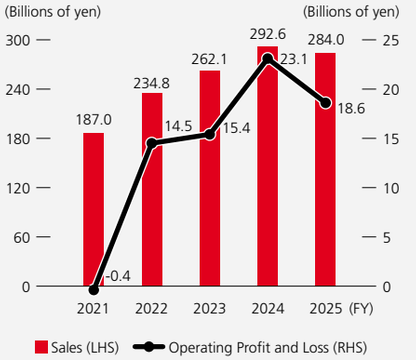
In Commercial Printing, the shift from analog to digital continues to gain momentum. While demand for traditional high-volume printing is declining, demand is growing for high-value-added printing, including personalized and on-demand printing. We will strengthen our earnings base by expanding the market share of our mainstay toner products in developed countries, generating growth in emerging markets, and increasing sales of high-speed inkjet products.

In Industrial Printing, we will accelerate the growth of the inkjet printhead business. In addition to broadening the range of applications, we will provide high-value-added solutions, including technical support and tools, and increase sales in China, a key growth market, and other regions.

In fiscal 2026, we added Functional Printing as a new business area, leveraging Ricoh's strengths in inkjet technology to develop businesses such as perovskite solar cells.

Across Commercial, Industrial, and Functional Printing, we will leverage environmentally friendly inkjet technology to drive growth and improve profitability.

Performance Trend



Progress on Key KPIs Under the 21st MTS and Fiscal 2025 Targets

Commercial printing unit sales growth

	FY2025 Targets	Results
High-end color cutsheet printers	+8%	-6%
High-speed inkjet printers	+55%	-5%

Main Products by Segment

Commercial Printing

Digital printing products and services that support high-mix, low-volume printing for customers in the printing industry



High-speed inkjet printers



Color production printers

Industrial Printing

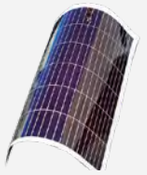
Industrial inkjet printheads, inkjet inks, and industrial printers that enable printing on a wide range of materials, furniture, wallpaper, sign displays, apparel fabrics



Industrial inkjet printheads

Functional Printing

A new business area in which inkjet technology is used to form functional materials with high precision



Perovskite solar cells

Market Position of Main Products

Color cut-sheet printers (High-end/mid-range) Market share*	Laser production printers*1 High-speed inkjet printers*2	Inkjet printheads for the sign graphics Market share*3
Global No. 1	Global leader	Global No. 2

* Ricoh research
*1 IDC MarketScape: Worldwide Laser Production Printers 2026 Vendor Assessment, #EUR154121926, May 2026
*2 IDC MarketScape: Worldwide High-Speed Inkjet 2025 Vendor Assessment, #US52990625, December 2025
*3 Data Supply Inc.: Inkjet Printing Market Forecast 2025

Business Strategies Graphic Communications

Risks, Opportunities, and Responses

Risks (R) / Opportunities (O)		Responses
R	Changes in the market environment and cost structure resulting from U.S. trade policies	Strengthen relationships with distributors in Europe and the Americas, develop emerging markets with growth potential, and adjust selling prices as appropriate to reflect higher costs
R O	Decline in printing demand due to the spread of paperless practices and the consolidation of high-volume printing and print output within companies	Increase resource allocation to high-value-added growth areas and to inkjet technologies and products, while transforming the business structure
O	Accelerated shift to digital printing as customer demand grows for automation, labor-saving solutions, and process visualization	Provide digital printing systems that help customers address business process issues
O	Heightened environmental awareness and tighter regulations	Provide environmentally friendly digital printing systems that comply with environmental regulations

Fiscal 2025 Review

Economic uncertainty and policy impacts weakened demand in both Commercial and Industrial Printing. Revenue and profit declined in Commercial Printing as customers restrained capital investment in the U.S. market, and in Industrial Printing due to the slowing Chinese economy. Meanwhile, results were generally firm in Europe and Japan and non-hardware sales grew steadily. Inkjet-related businesses also continued to grow as we shifted resources toward growth areas and strengthened our business foundation.

Fiscal 2026 Issues and Initiatives

In Commercial Printing, we will promote digitalization by expanding the market share of our flagship toner products in developed countries, driving growth in emerging markets, and increasing sales of high-speed inkjet products. We will also help customers improve productivity by providing workflow improvement and automation solutions.

In Industrial Printing, we will accelerate the growth of the inkjet printhead business by expanding inkjet printhead applications and sales regions. Our sales representatives and service engineers will work closely with customers to deliver high added-value as a supplier of core components.

We will continue shifting resources to high-value-added growth areas and inkjet technologies and products as we transform our business structure.

Customer Case Study | Establishing a Next-Generation Production Model Centered on High-Speed Inkjet Printing

Sattler Media GmbH (Germany) is one of Europe's leading printing and media service providers. As a long-standing strategic partner of Ricoh, Sattler Media is building an advanced production model centered on high-speed inkjet printing.

In 2024, it became the first company in the world to install the RICOH Pro VC80000, a high-speed inkjet printer. Sattler Media subsequently invested in a second press in 2025 and a third unit in 2026, making the RICOH Pro VC80000 a core print production technology at its two locations in Germany.

Christian Haneke, Innovation and Solutions Manager at Sattler Media, said, 'Achieving superior print quality and high printing speeds at an acceptable cost was a major challenge.' He also emphasized that the RICOH Pro VC80000 has delivered a technological breakthrough, enabling new services and a wide range of applications based on on-demand printing, programmatic printing*, and personalization.

* Programmatic printing uses data to create communications tailored to individual customers.



Members of Sattler Media Group and the Ricoh Group (Christian Haneke is third from the left)

Sattler Media invests in a third RICOH Pro VC80000

Topic | Transforming Perovskite Solar Cell Manufacturing through Inkjet Printing

As the need for decarbonization grows, expanding the use of renewable energy has become an important social priority. Although solar power is expected to become an increasingly important energy source, conventional solar cells are heavy and face significant installation constraints, limiting their wider adoption.

By combining materials expertise developed through MFPs with precision inkjet coating technology, we are accelerating the development of lightweight, flexible perovskite solar cells suitable for a wider range of locations. We will conduct field trials to support practical adoption.

Inkjet-Printed Perovskite Solar Cells

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Business Strategies Industrial Solutions

Achieving Both Business Growth and Improved Profitability by Enhancing the Value We Provide to Industrial Workplaces and Establishing a Competitive Position in the Market



Keiichi Shiokawa
President, RICOH Industrial Solutions Business Unit

Focus Areas for Fiscal 2026

1 Improve profitability in core businesses (thermal media, precision components)
2 Further expand growth businesses (production equipment)
3 Contribute to earnings through new businesses that help resolve social issues

Our customers are companies across industrial sectors and the people who work at their sites. By thoroughly understanding our customers' workplaces, we help improve outcomes through products and services that enhance operational efficiency. Furthermore, by staying deeply engaged with our customers' evolving challenges and delivering value that contributes to resolving the underlying social issues behind them, we will further differentiate ourselves from competitors and achieve sustainable business growth.

Also, by leveraging an end-to-end business structure, which includes all functions from marketing and development to production and sales, we will strengthen our price competitiveness in businesses where we have a high market share, such as thermal labels including SLL,* and precision components, while continuing to create new strengths in areas such as On-demand Direct Printing (ODP) Thermal Media.



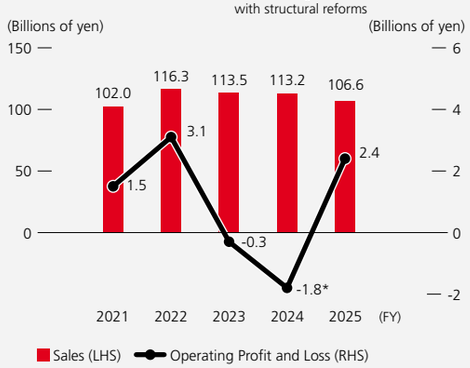
Products using ODP Thermal Media (Lawson, Inc.; as of July 2026)

As the leader, I will drive these strategies and initiatives while also providing learning and growth opportunities for employees who create differentiation. I will enhance employee engagement and lead the organization so that each individual can find fulfillment in work and contribute to creating value for our customers.

* SLL (Silicone-top Linerless Labels): Thermal labels that do not use release paper

Performance Trend

* 0.7 Excluding one-time costs associated with structural reforms



Sales have continued to trend flat. Operating profit fell into negative territory in fiscal 2023 and 2024 due to structural reform costs, but turned positive in fiscal 2025 thanks to measures to improve the profitability of our core businesses.

Main Products by Segment

Thermal labels/thermal transfer ribbons

Barcode labels for manufacturing, distribution, logistics, and medical settings



Example of food POS



Example of product management

On-demand Direct Printing (ODP) Thermal Media

Direct printing on packaging materials

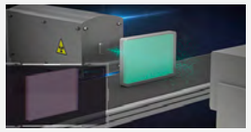
The thermal media printing layer on the top surface of top-seal packaging is pre-coated



POS information and ingredient details are printed using a tray sealer machine

Automation equipment and inspection devices

Automation and inspection equipment for the manufacturing industry



In-process inspection of LiB manufacturing: Inspection of internal and external components of lithium-ion batteries (LiB) (image above shows internal inspection using X-ray)

Market Position of Main Products

Thermal media business

Thermal paper and thermal transfer ribbons for logistics, distribution, and healthcare industries
Market share
Global No. 1

Expanding ODP Thermal Media for direct printing on film in the food packaging industry

Industrial solutions business

Leveraging our strengths in image processing, automation and inspection technologies, and precision components to provide products and solutions that increase efficiency on production floors

* Source: Ricoh research

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Risks, Opportunities, and Our Responses

	Risks (R) / Opportunities (O)	Responses
R	Difficulty in procuring production raw materials due to geopolitical risks and slower market growth	Source chemical products and the like from multiple suppliers and establish optimal supply operations by leveraging our global sales network and production infrastructure
O	Growing demand for products and services that support a zero-carbon society and circular economy amid increasingly stringent environmental regulations worldwide	Increase customer value and contribute to a sustainable society by providing products that help resolve social issues, such as SLL
O	Rising automation and labor-saving needs across industries owing to labor shortages and aging workforce at domestic manufacturing sites	• Gain a competitive advantage by combining the production technologies cultivated in the industrial solutions business with new digital technologies • Participate in a joint venture aimed at accelerating the growth of LiB manufacturing equipment

Fiscal 2025 Review

In the thermal media business, even though demand from the logistics industry decreased in the Americas due to tariff policies and other factors, sales grew overall thanks to higher SLL sales in Japan and the effect of price-competitive product launches in Europe.

At the same time, in the industrial solutions business, earnings improved significantly as we advanced process improvements in a solid business environment.

Fiscal 2026 Challenges and Initiatives

In the thermal media business, we recognize that the uncertainty around procuring raw materials due to heightened geopolitical risks is a critical issue. We will take steps to stabilize supply and minimize risks by purchasing from multiple suppliers and make optimal use of our production infrastructure. At the same time, we will generate sales growth by focusing on competitive products and growth markets. We will also continue to improve costs globally and further enhance profitability.

In the industrial solutions business, to meet the growing demand for production equipment automation, we will pursue further growth by acquiring simulation and optimization technologies that link manufacturing sites with digital technologies and by participating in a joint venture to strengthen domestic LiB manufacturing lines.

Customer Case | Adoption of ODP Thermal Media in Frozen Ready Meal Manufacturing Lines

Silver Life Co., Ltd. adopted our ODP Thermal Media technology at their Gunma factory to improve production efficiency and reduce waste. This marks the first time ODP Thermal Media has been used in the frozen food industry.*



Conventional packaging (ribbon) | Packaging with ODP Thermal Media

Contributing to lower CO_2 emissions and reduced environmental impact with packaging comparable to conventional packaging and zero waste from used thermal transfer ribbon rolls

This reduces waste from thermal transfer ribbon rolls generated during the manufacturing process. In addition, eliminating the need to replace thermal transfer ribbon rolls simplifies work processes, improves manufacturing line operational efficiency, and helps lower costs.

ODP Thermal Media also makes it possible to standardize various packaging materials through on-demand printing, enabling optimized inventory management and improving the visibility of product contents.

* May 2025, according to RN Smart Packaging data

Topic | Participation in a Joint Venture to Accelerate the Growth in Automation Equipment for LiB Manufacturing

To bolster our global competitiveness in the expanding LiB market, we participated in a joint venture of nine member companies of Japan's Battery Association for Supply Chain (BASC). The joint venture, called Swiftfab Energy Systems Co., Ltd., was established in April 2026.

Swiftfab aims to build out domestic battery manufacturing technology that achieves short lead times, low costs, and high quality by designing buildings, facilities, production equipment, and systems in an integrated manner. In this joint venture, the Ricoh Group is mainly tasked with developing the technology for inspection processes.

By combining our conceptual design capabilities and engineering expertise, which translate needs into equipment, with differentiated technologies such as inspection technologies and robotic conveyance technologies, we will improve overall line efficiency and expand the scale of the business by: (1) developing and introducing various inspection equipment for inspection processes; and (2) automating each production process and downsizing equipment and units.

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AI Services Business

Transforming Tacit Knowledge, a Corporate Asset, into Value and Delivering Results Through AI Services



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Focus Areas for Fiscal 2026

1. Build AI platforms that convert tacit knowledge into explicit knowledge and generate value and business results
2. Create a competitive advantage through our customer base and frontline implementation capabilities
3. Build a high-value-added model that generates recurring earnings

The tacit knowledge accumulated on the front lines has long underpinned Japanese manufacturing. Today, however, much of it is being lost before it can be put to full use. We will change this situation and carry the strengths of Japanese companies forward into the next era.

The year 2025 was regarded as the beginning of the AI agent era. As no-code platforms became more widespread, the adoption of AI in business operations advanced, driving the so-called democratization of AI. What matters, however, is not the superficial adoption of general-purpose AI but how we use it to create genuine value.

Ricoh aims to reconstruct the tacit knowledge accumulated on the front lines through AI and develop it to a level where it can be applied in day-to-day operations. Drawing on our many years of experience working closely with customers through the provision of multifunction printers (MFPs) and IT services, we will engage deeply with their business processes and decision-making to deliver value in day-to-day operations. We will continue to help customers move beyond transformation concepts and embed transformation in day-to-day operations.

Through these initiatives, we will develop the AI Services Business into a driver of profit growth for Workplace Services, steadily build recurring earnings over the long term, and enhance corporate value.

Transforming Company Knowledge into Value and Turning AI into Business Results

Drawing on documents, images, and business data accumulated within each company, Ricoh uses AI to interpret company-specific context that general-purpose AI cannot fully capture. As a hands-on partner, we work closely with customers on the front lines and support them in achieving business results.

We use large language models (LLMs) with strong Japanese-language capabilities and document analysis technologies to interpret complex business documents specific to Japanese companies with a high degree of accuracy. This enables us to provide AI platforms that can be applied directly in day-to-day operations. By supporting secure and on-premises deployment, we enable customers to use these platforms continuously in day-to-day operations.

Building Competitive Advantage in AI Services: Transforming Technology into Value

By optimally combining these technology platforms with external technologies, Ricoh transforms AI into value tailored to each customer's operations. This ability is underpinned by our track record of working closely with customers through IT services and developing a deep understanding of their business processes. We also established Ricoh AI Consulting Co., Ltd. in June 2026 to help companies address business challenges through AI transformation (AX). By leveraging the implementation expertise of our partner Rise Consulting Group, Inc., we provide hands-on support for creating value with AI. Drawing on our customer base and frontline implementation capabilities, we help AI take root in day-to-day operations as a mechanism for continuous value creation.

Driving Growth and Enhancing Profitability in Workplace Services Through AI

With these competitive advantages, we aim to enhance the value our services deliver and strengthen our earnings structure. AI services are designed for ongoing use and contribute to the steady accumulation of recurring earnings. Leveraging our existing customer base will also enable us to achieve efficient growth. Furthermore, by increasing the value our services provide, we aim to improve profitability and establish the AI Services Business as a foundation for growth across Workplace Services.

Current State and Future Potential of Japan's AI Market

- Large enterprises (manufacturing, services, finance, healthcare, and other industries): addressing demand for business process transformation that leverages tacit knowledge
- Medium-sized enterprises: addressing demand for support in adopting and using AI amid a shortage of IT personnel
- Small and medium-sized enterprises: expanding offerings in the future from digital transformation (DX) support to general-purpose AI adoption and utilization support